FINANCIAL TIMES

Europe's Business Newspaper

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MONDAY JULY 4 1994

French troops under fire from rebels in Rwanda

French marine commandos came under fire from Rwanda Patriotic Front fighters for the first time yesterday as they evacuated nuns and orphans from Butare. The besieged town is at a strategically important junction, and the brief exchange of fire underscores the difficulty of the French mandate to protect civilians while not intervening

United Friendly, UK life and general insurance company, has started legal action over its purchase from American Express of Acuma, the UK pension financial consulting and life insurance company. United wants an independent expert appointed to rule how much it should pay for Acuma. Page 18

Jett blames smear campaign: Joseph Jett, sacked from Kidder Peabody in April after allegedly mounting a \$350m trading scam, hit back at his former employer and its parent, General Electric. They depicted me as being an urban black criminal," Mr Jett says. Page 17



mpras victorious: Number one seed Pete Sampras of the US (left) beat Croatia's Goran Ivanisevic in straight sets to take his second consecutive Wimbledon singles title. The final score was 7-6, 7-6, 6-0, with a £345,000 prize for the champion and £172,000 for Ivanisevic.

Management and unions at Germany's post and telecoms service agreed a pay and benefits package at the weekend, clearing the last hurdle to privatisation. The service, which employs 670,000 people, will be turned into three companies. Page 16

Yotes to be made public: The Council of Ministers, where European Union member states decide laws in secret, is for the first time to compile a central, public record of how ministers vote. The policy change comes after pressure for such information from the Financial Times. Page 16

Kurds turn on police: Militant Kurds attacked police stations across Germany in apparently co-ordinated retaliation for the killing of a Turkish Kurd teenager by a policeman last week.

European Monetary System: The week featured further weakness of the US dollar, which bolstered safe haven currencies like the D-Mark and the Swiss franc. There was no change in the order of currencies in the EMS grid. The spread between the strongest and weakest currencies was marginally narrower at 4.90 per cent. Currencies. Page 27

EMS: Grid

July 1, 1994 irish Punt Guilder B.Franc D-Mark F.Franc D.Kroni Escudo

The chart shows the member currencies of the exchange rate mechanism measured against the ucokest currency in the system. Most of the currencies can fluctuate within 15 per cent of agreed central rates against the other members of the mechanism. The exceptions are the D-Mark and the guilder which move in a narrow 2.25 per cent band.

Cambodian coup attempt: Former Cambodian interior minister Gen Sin Song was arrested and former deputy premier Prince Norodom Chakrapong flown out of the country after an alleged overnight coup attempt. Page 4

Nigerian protest strike: Nigerian oil workers said they would go ahead with a strike today to demand the release of Mosbood Abiola, undeclared winner of last June's presidential poll. which was scrapped.

No sign of missing children: English detectives were still hunting the abductor of a newborn baby girl taken from a Midlands hospital on Friday. Meanwhile hopes were fading of finding Rosie Palmer, three, who disappeared on Thursday after buying an ice lolly near her home in northeast

Eurotunnel seems unlikely to find out about the alleged downward manipulation of its share price before the pricing of its £858m (\$1.32bn) rights issue because of French secrecy laws.

Colombians mourn murdered footballer: Tens of thousands of mourners filed past the coffin of soccer player Andres Escobar, who was murdered for scoring an own goal in the World Cup. President Cesar Gaviria and Colombia's World Cup players planned to attend the funeral.

Goddess loses arm: Madrid's landmark statue, the goddess Cibiles, lost an arm during drunken celebrations after Spain's World Cup victory over Switzerland, World Cup, Page 6

French Grand Prix went to Germany's Michael Schumacher in a Benetton-Ford, Briton Nigel Mansell, returning to Formula One racing, dropped out after 46 laps. Damon Hill of Britain was more than 12 seconds behind the winner.

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Berlusconi risks Bank of Italy row

By Robert Graham in Rome

The Italian government has signalled its determination to control key appointments at the Bank of Italy, bringing into the open a long-simmering debate over the bank's independence.

The government's position was made public after the central bank's higher council, the body formally responsible for making the top appointments, failed to reach agreement last Thursday on a successor to Mr Lamberto Dini, who stepped down as director general in May to become treasury minister.

The tough line adopted by Mr Silvio Berlusconi, the prime minister, risks another institutional confrontation similar to that which occured last week over the right to hire and fire the board of the RAI, the state broadcasting corporation.

Italian government determination to control key staff appointments raises threat to central bank autonomy

Mr Berlusconi, owner of the main commercial television channels, achieved his objective at the RAI after a bruising hattle with President Oscar Luigi Scal-

Until now the battle over the succession to Mr Dini in the number two position at the Bank of Italy has been fought behind closed doors. But on Friday the prime minister's office put out a statement asserting the government's right to control appointments to the central

bank's four-person directorate. The statement said: "The Bank's autonomy cannot be confused with the

power to make nominations for senior positions - a power which in all industrialised countries (including those central banks regarded as having the maximum of autonomy like the German Bundesbank and the US Federal Reserve) is vested in the executive."

According to a mix of law and tradition, after any directorate appointment is made by the 13-strong higher council - composed of the bank's regional office chairmen - it must be confirmed by the head of state in conjunction with the prime minister and the treasury minister. The government can thus claim to be acting within the margins of its authority.

Although the Bank of Italy has declined to enter the controversy in public, its officials are concerned that the Dini succession will be equated with that of the RAL in particular, Mr Tommaso Padoa Schioppa, the deputy director general who is technically in line for the job, has been portrayed by both the populist Northern League and by the neo-fascist MSI as an unacceptable left-wing economist. Within the bank and among his European colleagues he

cians on monetary issues. The problem of the succession has been caused in part by the way in which Mr Dini was deliberately passed over for the governorship in May last year when Mr Carlo Azeglio Ciampi moved to become prime minister. The job went to Mr Antonio Fazio, the deputy director general.

Mr Dini and his supporters have made it known they do not wish to see Mr Padoa-Schioppa as the number two and would prefer an outsider like Mr Rainer Masera, a liberal economist and current head of IMI, the state-controlled finance

The Bank of Italy is fiercely resisting the imposition of an outsider. The latest compromise suggested is that Mr Vincenzo Desario, the current second deputy director general, assume the number

Israeli demonstrators fight police Backing for PLO leader's homecoming

Arafat joins Rabin to defend peace accord

By Julian Ozanne in Jerusalem

Mr Yassir Arafat, Palestinian leader, and Mr Yitzhak Rabin, Israeli prime minister, united resterday in strongly defending their peace agreement against its opponents on both sides of the Arab-Israeli divide.

Mr Arafat, on the third day of his triumphant homecoming to the Gaza Strip, warned people not to heed opponents of the Palestinian-Israeli peace accord.

Peace has many enemies and there are many attempts to sabotage and destroy the peace of the brave," he said. "This is why we are all requested to defend this peace because this peace is for all of us – Israelis and Palestinians." Mr Rabin echoed the PLO chairman's remarks and attacked

rightwing demonstrators protesting against Mr Arafat's landmark visit to Gaza. He said he supported the Palestinian leader's homecoming and promised to strengthen the peace with Pales-"The process will continue," Mr Rabin said in a hard-hitting

speech to members of his ruling Labour party after hundreds of Israeli protesters clashed with police in Jerusalem in a third day of rightwing demonstrations against the PLO leader's visit. "We have an interest in strengthening the elements among the Palestinians who want the

accord," said Mr Rabin. The joint defence of the peace process came as Mr Arafat plunged into the job of running the shattered Gaza Strip, forging ties with his impoverished people and pledging to expand Palestinian self-rule quickly from Gaza-

Jericho across the rest of the

West Bank. In Gaza City Mr Arafat sought to demonstrate his concern about the deep economic troubles facing the 850,000 mostly jobless residents of the strip, inaugurating a citrus juice factory funded by for-

> criticising international donors for the delay in releasing millions of dollars of promised assistance and described the situation in Gaza as close to "starvation". The veteran guerrilla turned peacemaker, who returned last

Mr Arafat made the visit after

Friday after 27 years in exile, also said he wanted Israel to pull its forces out of Palestinian towns in the West Bank by August. Mr Riyad al-Zaanoun, Palestinian health minister, said Mr Arafat, who is to meet Mr Rabin in Paris on Wednesday, will press for a speeding up of the next

phase of the PLO-Israeli peace

agreement: the extension of Pal-

estinian self-rule to the rest of

Under the agreement, Israeli forces must redeploy out of Palestinian population centres in the



Police try to prevent right-wing Israeli demonstrators from forcing open the Damascus Gate to

west Bank three months after the start of self-rule in Gaza-Jericho and before the holding of Palestinian elections now expected on October 15.

The PLO also said Mr Arafat would visit Jericho to swear in his 24-member national authority or "cabinet" and meet residents of the west Bank tomorrow, a

day later than planned.
Officials said Mr Arafat had

delayed the Jericho visit to spend more time in Gaza and make security preparations in the light of planned Israeli demonstrations intended to disrupt his trip to the capital of the Palestinian self-rule

At a tent pitched opposite Mr Rabin's office, demonstrators blew whistles, banged on cooking pots and shouted anti-govern-

> Continued on Page 16 Observer, Page 15

The City calls for economic strategy

By John Willman, Public Policy Editor

The Corporation of London, the City's local authority, has commissioned consultants to draw up the first economic development strategy for the capital's financial district.

The aim is to identify opportunities for attracting new businesses to the City while maintaining its position as one of the world's three leading financial

The Square Mile faces growing competition from other European cities such as Paris and Frankfurt, as well as UK cities that have economic development organisations working to attract new businesses

Corporation leaders believe there is a danger that the City may become over-dependent on financial services, where the markets are mature and scope for further growth is restricted. The strategy will be formulated by consultants from Coopers & Lybrand, the accountants,

which won the contract against competition from six other bid-It is expected to be completed by the autumn, providing a can-

shortcomings as a place to do business. Among potential Continued on Page 16

Brussels move to exempt Ireland from debt rules

the west Bank.

The European Commission has proposed to exempt ireland from the tough rules of the Maastricht Treaty on government debt, offer-ing hope to other debt-laden member states such as Belgium and Italy that they may receive similar leniency.

The Commission's move, at a meeting last week of the EU's secretive monetary committee, might turn out to be a test of Commission powers under the Maastricht Treaty. If it succeeds, the Commission might create a precedent making it easier for countries with bigger debt prob-lems eventually to become full members of Europe's planned economic and monetary union.

Commission representatives surprised senior finance ministry and central bank officials representing EU governments by proposing to exempt Ireland from the "excessive deficit" rules of Maastricht even though Ireland's debt as a percentage of gross domestic product is well above the treaty's guidelines.

Although it is unlikely that Emu will be achieved by 1997 or 1999, the two dates named in the

treaty, member states are already preparing for the advent of the single currency and European central bank.

As part of the preparatory second stage of Emu, which began in January, EU countries have started working with the proce-dure laid down in the Treaty to control, and if possible reduce, their large fiscal deficits.

At present, only Luxembourg meets the two Maastricht Treaty deficit criteria of having an annual budget deficit of less than 3 per cent of gross domestic product and an overall debt of less than 60 per cent of gross domes-

But at a meeting of the mone-tary committee last Tuesday, Mr Giovanni Ravasio, the Commission representative, said it planned not to submit a report to the EU council of ministers naming Ireland as an excessive deficit country. If the commission sticks to its plan, it will mean that ministers in the council will have no basis for deciding whether ireland should be treated as having an excessive deficit. Ireland could therefore be considered as having the right economic quali-

fications for Emu. Ireland has made strenuous

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TV and Radio ..

IKAN ...

The Market

efforts to bring its deficits under control, pushing its annual bud-get deficits below 2.5 per cent of GDP in recent years. But its stock of debt, at around 90 per cent of GDP, has proved less easy

to cut

Germany and some other EU member countries fear that any softening of the criteria for Ireland could open the door to Emu for other countries with bigger economic problems. For example, Belgium, with a debt-to-GDP ratio of more than 120 per cent and a forecast budget deficit of 5.4 per cent of GDP this year, wants to be a founder member of Emu even though economists believe it has little chance of reducing its debt-to-GDP ratio to

the Maastricht level this century. It is unclear whether Mr Ravasio was acting with the full backing of the Commission when he said that it would not submit a report on Ireland. It is understood that the Commission still has to discuss the excessive-deficit procedure and its approach to

the various member states. if the Commission stands by Mr Ravasio, it is likely that governments will want to re-interpret the treaty so that ministers can discuss cases such as Ireland.

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Skandia to boycott Swedish state bonds

Concern about Sweden's shaky public finances yesterday rose as Skandia, one of the country's top two insurance groups. said it had stopped buying government bonds in protest at the continuing rise in state

The announcement by Mr. Björn Wolrath, Skandia's chief executive, jolted Stockholm's financial markets, already in bearish mood. Five-year bond yields moved up sharply to almost 10 per cent, the Swedish krona fell against leading currencies and the Stockholm stock exchange fell 2 per cent. Skandia will not buy Swed-

ish (state) bonds until such time as the politicians, in a credible way, begin to take debt." Mr Wolrath said. "I really do not feel that I have a mandate from [Skandia's] ownbonds, considering the big risk that implies today.'

Sweden has the fastest growdebt among Organisation for Economic Co-operation and Development member countries - fuelled by a budget deficit that reached 13 per cent of gross national product last year. State debt stood at SKrl.132bn (£95.9m), or about 80 per cent of GNP, at the end of 1993, and is still rising, despite a return to economic

growth this year. The Skandia group holds about SKr50hn in state bonds about one third of those held by the insurance sector, which in turn held almost 12 per cent of state debt at the end of last vear. Executives said Skandia would sell some of its portfolio. Senior officials at the Finance Ministry said they did not expect any short-term problems for the government

Two rival insurance groups. Trygg Hansa and Folksam, said they would continue to trade in government bonds.

But the Skandia boycott coincided with new figures showing foreign investors were net sellers of Swedish bonds to the tune of SKr10.6bn in May. Stockholm County Council also said it was withdrawing from the market. Mr Carl Bildt, premier.

quickly issued a statement

which came close to endorsing Skandia's move. He sought to shift the onus on to the Social the huge welfare state has raised market fears that they will duck necessary cuts in the public sector. Last night. Mr Goran Pers-

son, the economic spokesman the Social Democrats. called for a special session of parliament's finance committee to discuss the issue

Curbs imposed on Bosporus traffic despite protests

Turks defy Russia on shipping

Turkey was yesterday set on a possible collision course with Russia, after unilaterally imposing new shipping regulations for the Bosporus and Dardanelles.

Russia and other Black Sea states claim the rules are in breach of international treaties. Russia, Greece, Cyprus, Ukraine, Romania and Bulgaria have all publicly pro-

Under the new rules ships must forewarn Turkish port authorities of their cargo and vessels more than 150 metres go through the straits that divide Europe and Asia. The straits are a vital trade

route for Russia and newly independent Black Sea states. However, Turkey has mounted a diplomatic campaign to win international support for the measures on safety grounds. It fears the projected

central Asian oil finds come on stream, will be an environmen tal and navigational threat, a point underscored by a collision in March in which more than 20 people died.

Congestion is likely to increase after the opening of the Danube-Main canal system linking the Black Sea to the Baltic.

According to minutes from a meeting in May of the International Maritime Organisation, the London-based United Nations body that handles maritime disputes, Russia and other states argued that the Turkish proposals contravened the 1936 Montreux Convention, which guarantees unhindered passage for merchant vessels

The IMO said yesterday Tur key's regulations were national laws and had no international application.

Western diplomats are waiting to see if the Turks apply them to foreign-flagged Greece want Turkey to support international action within the The new rules, if imple-IMO to deal with safety con-

cerns. In May, the IMO's maritime safety committee recommended more modest changes, including introduction of traffic separation lanes and a requirement that ships over 200 metres long go through the straits during daylight. Both measures take effect in Novem-Dinlomats say the disagree

Shipping experts say the long-term worry is that if left hallenged, Turkey's action may set a legal precedent and provide Ankara with discretionary powers to impede ship-Greek officials confirm that

in April a Greek-registered tanker, the Olympic Armour, was prevented from going through the straits because it was too long. Turkey clearly also has a

commercial motivation. It is keen to see western oil companies in central Asia use a proposed Turkish pipeline to the Mediterranean.

mented, could result in costly delays in shipping oil through the straits, currently the main route for Russian and central Asian oil exports, and persuade oil concerns to look more favourably on Turkey's pro-

ment underscores wider differences with Russia over regional policy. Turkey is at loggerheads with Moscow on a range of issues from Russian peacekeepers in the Caucasus and central Asia, to Moscow's diplomatic role in former

But the danger is that Turkey, in pursuing commercial gains, is hampering efforts to deepen trade ties with the the Black Sea Economic Co-operation (BSEC) organisation, in which Ankara has been the driving force. High-level discussions - including a Turk-

By Robert Graham in Rome

Italy's former communist Party of the Democratic Left (PDS)

yesterday elected Mr Massimo

D'Alema, to succeed Mr Achille

Mr D'Alema has been the

party's number two and heir

apparent. But Mr Occhetto

himself and a large section of

the grass-roots in the PDS

favoured Mr Walter Veltroni,

his rival, who edits L'Unita,

the party daily.
The PDS is the largest partia-

mentary party. It is the acknowledged leader and organisational force for the

five main groupings that form the left-wing opposition.

But Mr D'Alema now faces a

difficult task in rejuvenating

to a broader section of the elec-

torate. He is highly regarded as

an astute political operator and

a good diplomat. However, his

detractors regard him as

formed too much in the old

school of the Italian Communist party (PCI) with its doctri-

naire approach to issues and blind faith in organisation.

the party and making it appear

Occhetto as leader.

D'Alema chosen

to lead Italy's

ex-communists



ish-Russian meeting on Thurs day at the BSEC foreign ministers' conference in the Georgian capital, Tbilisi - have provided no breakthrough.

West Germany's production falls

By Quentin Peel in Bonn

Industrial production in west Germany fell by a provisionally estimated 0.7 per cent in May, tempering hopes of a rapid economic recovery, and confirming expectations of a new slowdown in consumer

The figure published by the federal statistics office coincided with a recalculation of April's industrial production growth, reducing the initial estimate of a 2.5 per cent increase to just 1.3 per cent.

The May figure was the first monthly drop this year, and the underlying trend remains clearly positive. However it follows a sharp fall in retail sales in April - down a real 6 per cent - as the combined effects of tax rises and wage restraint have squeezed disposable

The sharpest drop in output in May was for consumer goods, down 2.8 per cent, and

capital goods, down 1.9 per cent. Overall manufacturing production was down 0.8 ner

Analysts described yesterday's figures as "slightly disappointing", but most doubt they will have any effect on the Bundesbank's monetary policy.

yesterday that the markets might still speculate on a pos-sible cut at the central bank council meeting next Thursday, because of the coincidence of the G7 meeting in Naples, and the confirmation of an apparent slowdown in the pace of recovery. Moreover, the bank could be

strengthening D-Mark might undermine the classic exportled recovery still under way. Mr Hans Tietmeyer, the Bundesbank president, said this week that a "significant" move in interest rates at this time would not be "appropri-

influenced by fears that the



New German President Roman Herzog (left) takes the oath of office during his inauguration yesterday in Berlin's Reichstag building. He used his inaugural address to urge tolerance and greater civil courage in the population to resist violence against

Airbus to rethink test flights after fatal A330 crash

By Paul Betts,

European Airbus consortium is expected to decide in two weeks when to pursue flight tests on the A330 airliner powered with US Pratt & Whitney engines, following Thursday's crash at Toulouse in which seven crew died.

The new compulsory tests for the aircraft's all-weather landing capability will be conducted at less extreme conditions to see if the consortium needs to modify the aircraft's autopilot system, being tested

at the time of the accident Airbus said yesterday there appeared to be no need to modify the system at this stage. The accident occurred under conditions not normally experienced during routine commercial airline service.

The flight was part of the certification requirements for all-weather landings of the A330 powered with US Pratt & Whitney PW4168 engines. The same tests had been successfully carried out with the US General Electric CF6-80E-powered A330, which is already in service with Air Inter. the French carrier, and Aer Lingus

Airbus said the crew performed planned manoeuvres immediately after take-off on Thursday: capture of an excep-tionally high angle of climb of

ately low speed (by comparison a commercial airliner is normally limited to an angle of 18 degrees); engagement of the autopilot; simulation of an engine failure (in this case the left engine) by bringing it to idle, and cutting off the related hydraulic circuit.

The combination of the simulated engine failure and the high angle of climb induced a loss of lateral control at 400 metres. This altitude did not allow the crew, which regained control of the plane, to avoid impact with the ground," said Mr Jean Pierson, the Airbus chief executive.

The commercial implications of the crash are difficult to evaluate. It was the first time an Airbus has crashed during tests. Mr Pierson yesterday noted that sales of the narrowbody, twin-engine A320 airliners had doubled since an A320

crash in 1988. In the last 20 years, 10 Airbus airliners have crashed, but Airbus's safety record is better than the industry average, which since 1979 has been one senger death for every million take-offs. In Airbus' case, the average has been 0.73

deaths. However, Airbus has had a particularly bad run of accidents this year, including the crash of a China Airlines A300-600 at Nagoya airport in Japan and of an Aeroflot A310 in

Romania vote fails

Romania's left-wing minority government has survived its fifth

no confidence motion since taking office in November 1992,

writes Virginia Marsh from Bucharest.

The opposition brought the motion on grounds that the govern-

ment's economic policies had failed, it had violated the constitu-

tion and many of its members were corrupt. Opinion polls show

that 74 per cent of the public do not think it is doing a good job.

The opposition has also begun moves to impeach President Ion

Claes may face court

the alleged serret funding of political parties, writes Emma Tucker from Brussels.

Mr Charles Nothomb, speaker of the parliament, said a commit-

serious enough to merit lifting Mr Claes' parliamentary immu-

nity. Mr Philippe Moureaux, a former socialist minister, and Mr

Guy Coemë, former deputy premier, may also face questioning.

lliescu. Parliament is due to debate the issue next week.

The Berlusconi govern-ment has achieved its

Gazette published a decree on the RAI, rewritten to accommodate the reservations of Mr Scalfaro. The president had refused for 24 hours to sign the original decree because it gave the government the direct power both to reject the RAI's accounts and to fire the board. Now the power of appointing the board has been placed back with the speakers of the two houses. It so happens that the speakers both represent the right-wing government coali-

weak constitutional authority that the power be formally in the hands of parliament rather than directly with the government. He has achieved a moral victory but he has not endeared himself to Mr Berlusconi and co-operation, already previously strained, will in future be difficult

The net effect of the rewritten decree is the same as its original. Mr Silvio Berlusconi, the media magnate turned prime minister, can now exercise control over the RAL He also continues to be the owner of the Fininvest empire, which controls over 80 per cent of commercial television.

network of radio stations. It Mr Willy Claes, Belgian foreign minister, could be summoned to date the old system of political the high court to answer questions in the Inusop affair, involving ond and the former communist PDS the third. The RAI was tee of deputies would decide whether the Inusop evidence was also on the point of bank-ruptcy, with losses in 1993 of over L500bn (£205m).

cal life in the PCI's youth wing in 1963, working his way up through editorship of L'Unita. Although he was the recognised heir, it was only this week that Mr Occhetto revealed the full extent of his disagreement with Mr D'A-

In vesterday's meeting of the party's national council, the balance narrowly swung in favour of Mr D'Alema. However, grass-roots members clearly saw Mr Veltroni. with his boyish charm and open admiration for the American way of life, as more presentable and "modern" - the Italian version of US President Bill Clinton, or Mr Tony Blair, aspiring to Britain's Labour

party leadership. The election of Mr D'Alema does not solve the broader issue of who leads the left. Critics such as Mr Massimo Cacciari, the influential mayor of Vehice, argue that the left must be led by someone not directly linked to the PDS. The PDS, Mr Cacciari claims, remains to wedded to the old communist structure, and as Mr D'Alema began his politi- such is an electoral liability.

PM rules the airwaves

How Berlusconi won control of broadcasting, by Robert Graham

objective in the battle to control the future of the RAI, Italy's broadcasting organisation, at the expense of a bruising battle with President Oscar Luigi Scalfaro. Yesterday the Official

tion. However, Mr Scalfaro insisted to the limits of his

No one disputes the need to reform the RAI, which operates three television channels and a was constructed to accommoparties, with the Christian Democrats controlling the first channel, the Socialists the sec-

However, the affair has been badly handled. Mr Berlusconi and his ministers say the RAI was biased against them. This was true during the election campaign; it acted as a counterweight to the huge propaganda effort of the three Ber-lusconi channels. But lately the news programmes on RAI have become almost servile in support of Mr Berlusconi.

Only Channel Three is still openly critical and last Sunday earned itself further opprobrium by screening a film in which Mr Berlusconi's current wife, Veronica Lario, plays a part in a lesbian love affair. Meanwhile, Fininvest channels remain firmly behind the government, with Network Four's presenter Emilio Fede a self-confessed apologist.

t thus looks as though Mr Berlusconi has yielded to the temptation of many a government to control the media. But in this case the issue is broader because of the potential conflict of interest with his ownership of Fin-

The problem is further complicated with the financial position of the RAL If its fundised, it will have reduced scope to operate. Fininvest stands to benefit from this since it has been competing on exactly the same terms as the state channels in both programmes and salaries. If the RAI spends less, so will Fininvest, which is also strapped for cash.

The government also needs to decide whether the RAI moves to enter the multi-media era, on which considerable investments have been spent and good technology acquired, It also has to decide if the RAI can operate pay-TV. In either from these areas of business leaves the field free for competition, which can only benefit

OFI

FT Exporter Survey. Thursday, July 7.

On Thursday, July 7 the Financial Times will publish FT Exporter, a 24 page quarterly review providing comprehensive, up to the minute news and information for exporters. It will give expert analysis of developments in world trade following the signature

of the GATT agreement. And it will look at those areas which may pose some unexpected difficulties for

If your business is serious about succeeding in overseas markets make sure you buy the FT on Thursday, July 7.

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Arthur.

Seven summit in Naples will yield smaller headlines but larger real supnort than it has received in the last two years - when vast sums were pledged at G7 summits but much less delivered. Mr Alexander Shokhin, deputy prime

minister for the economy, said on Friday that Russia might gain access to as much as \$2bn (£1.3bn) in extra loans this year - if the summit approved plans for the International Monetary Fund to allocate some of its own reserve asset known as the special drawing right (SDR) to developing countries and former Communist "economies in transition".

The IMF board meets in Washington on Wednesday to discuss the SDR question. But monetary officials in Washington and leading west European capitals were uncertain whether there would be a consensus for an SDR allocation in time for the summit.

There is general agreement among G7 countries that present arrangements are unfair to 37 recent Fund members such as Russia, which have never received an allocation of SDRs. But it remains unclear whether the IMF's 178 members can overcome the technical and political complexities holding up an early provision of SDRs to Russia and

would provide non-inflationary support for the budget and was urgently needed if Russia's political and economic reforms were to continue. While inflation had fallen further - to 6 per cent a month in June - production would continue to decline, albeit more slowly than the 25 per cent rate in the first part of the year, he warned.

He also said Russia still had to construct an economic climate in which capital would be attracted back to the country from the west.

Progress on inflation, cutting credits and raising interest rates to strongly positive levels has won praise from the IMF and of the financial community generally, and opened Russia to big IMF and World Bank loans. However, huge debts, pressures on the budget and the gradually worsening political atmosphere make western officials nervous of the future, and doubtful that a pro-gramme to stabilise Russia's economy and currency will be feasible this year - though that remains the official goal.

But US officials insist that "on Russia, there is not going to be a pledging session this year". They say \$30bn of the \$43bn promised to Russia at last year's summit is already approved by G7 governments and the international financial institutions. Of the remaining

makes the rouble convertible.

The SDR question has been on the international agenda for several years. But discussions so far have yielded no results because G7 members, led by Germany, have been unable to agree to a general SDR allocation to all IMF members along the lines of a SDR36bn (£33.8bn) issue proposed by Mr Michel Camdessus, the IMF managing director.

Until now, a selective "catch-up" increase has been ruled out because it would need an amendment to the IMF articles, entailing approval by holders of 85 per cent the IMF's membership votes and backing from the US Congress. The Fund is understood to have suggested a blend of general and selective SDR issues.

Looking ahead to Naples, Mr Shokhin, now the longest-serving Rus-sian minister and generally seen as a moderate reformer, laid most stress on Russia's access to the "political G8" when the G7 admits Russia to talks on general political issues next Sunday. Russia will remain out of Saturday's "economic G7", which will discuss world economic problems.

He said that this "step-by-step approach" was in Russia's interests though he forecast that it would become involved in a range of economic

Shokhin: looking to "political G8"

to be heard. He said the Paris Club of creditor nations, at which Russia now appears as a debtor, should recognise it also as a creditor - since it is owed, he said, \$140bn by developing countries Mr Shokhin also made clear that he would push hard for further openings in markets the Russians still see as closed or only partly open to their goods. "It's hard to reconcile declarations about partnership with discriminatory measures towards the Russian economy," he said, instancing 260 discriminatory regulations against Rus-

investment climate.

Furopear Shokhin would like \$2bn in loans. This time, will deeds made words. Pensions directive Russians hopeful for G7 summit Such a provision is "certainly an towns that is soine to be discussed, and can conclude a standby arrangement can conclude a standby arrangement of the World Bank's lending commitments to developing commitments in the year to June standby agreement signed with the BNT in March and standby agreement s

fell from \$23.7bn to \$20.8bn (£13.6bn), the lowest figure for three years. Disbursements were also down sharply, the bank's operational results show, falling to \$15.9bn against \$18bn the year before.

The biggest fall was at the International Bank for Reconstruction and Development, the bank's main component which lends at close to market terms, where loan commitments amounted to \$14.2bn against \$16,9bn the year before. Commitments by the Interna-tional Development Association, which lends to the poorest countries at concessional rates, dipped to \$6.6bn from \$6.8hm

Bank officials attributed the decline in IBRD lending to the increased availability of private capital to developing countries. This has contributed to a sharp drop in adjustment lending as countries have not required the balance of payments support from the bank that has normally accompanied reform programmes.

More funds have also been

available from the regional development banks following replenishment of their resources, the officials said. Within the totals, the level of Chad has standby deal problems

Chad is already having problems meeting the terms of a new standby agreement signed with the IMF in March and risks suspension at the mid-term review in September unless it can increase customs receipts. Reuter reports from N djamena. "In reality there is a risk," said Mr Albert Pahimi, finance

A 50 per cent devaluation of the CFA franc last January bit the landlocked central African country hardest of all the franc zone members, economists say. "We accepted devaluation at Dakar out of solidarity," Mr Pahimi said yesterday. "In Chad the CFA franc was overvalued by only about 20 per cent." Since devaluation, inflation has soured to 54 per cent, according to World Bank figures.

The country's main export is cotton, and it has to import basic foods and petroleum products. A key pillar of the standby agreement was an increase in customs receipts, which Mr Pahimi said were not keeping pace with targets set by the International Monetary Fund.

ments to Africa was unchanged at \$2.8bn. The bank said it was extending support for economic reform and protection of social services targeted at the poor in francophone Africa, in the wake of the devaluation by the CFA franc zone.

East Asian and Pacific countries saw an increase in commitments to \$6bn from \$4.4bn. The four sectors in the region receiving the most support were transport, agriculture, power and education, the bank said, with an emphasis on sus-

tainable development. Commitments to Latin America fell to \$4.7bn from beyond the need for large structural adjustment loans. South Asia also got less, with commitments dropping to \$2.4bn from \$3.4bn. The bank noted that India had continued its economic reform programme and strengthened its foreign exchange programme and no longer required loans to

pay for its imports. George Graham adds: The Republic of Congo has paid up all of its \$101m in arrears to the World Bank and the IDA. Congo had been more than six months overdue on its payments to the World Bank since 1991. By clearing its arrears, Congo becomes eligible for new

Gerashchenko wants amnesty to attract investment capital back

By Anthony Robinson

Mr Victor Gerashchenko, chairman of the Russian central bank, believes an amnesty should be prepared to attract Russian flight capital back into productive investment in the country. The Russian Finance Ministry estimates that \$15hn-\$20hn has flowed out of Russia illegally in each of the last two

years, he added. Mr Gerashchenko, who faced fierce criticism from reformers last year but survived calls for his removal, said in an interview, "The Russian 'new class' understands that opportunities exist for profitable investment in Russia. But they want certain tax and investment incentives and guarantees that nobody will enquire too closely into the prove-

nance of the repatriated funds."

What will we obtain through making unnecessary enquiries which require much difficult work, will not obtain useful results and will certainly not create a good environment for invest-

Mr Gerashchenko, who remains sceptical about the efficacy of monetary policy in a country with inadequate financial instruments at the command of the monetary authorities, now acknowledges the importance of positive real interest rates in attracting savings and underpinning the rouble. "Six months ago many citizens were buying foreign currencies to try to preserve the value of their money. Now they receive positive interest rates from rouble accounts with the Russian commercial banks and

prefer to keep their funds there." Predicting that inflation would drop "I say 'yes' to an amnesty. Why not? to between 6.5 and 7 per cent in the month of June from 8-9 per cent over the first five months of this year. Mr Gerashchenko said he expected a period of economic stability for the rest of the summer but some tension in the autumn, traditionally a time of pressure

on government spending and prices. Expressing scepticism about the gov-ernment's ability to stick to the tough budget limits drawn up to conform with IMF performance targets, he said the main problem was the inability to collect taxes. "There is a large grey economy and the government cannot collect taxes in full. That is why the 1994 budget law does not satisfy us much. Parliament continues to impose spending obligations which we cannot fulfil, although we are hoping to be able to issue more Treasury bills to raise revenue in the last quarter," he said.

Western tax experts have warned the



Gerashchenko: amnesty - "Why not?"

government that if it does impose high or arbitrary taxes on foreign companies and individuals it risks alienating foreign investors who are free to chose more favourable tax and administrative regimes in the extremely competitive

Chapter 11-style scheme proposed for insolvent states

By Phillip Coggan,

Mr Jeffrey Sachs, the former economic adviser to the Russian government, has called for a new system for dealing with country insolvency, based on the Chapter 11 bankruptcy code used in the US.

Speaking at a Centre for Economic Performance symposium at the London School of Economics, Mr Sachs said the International Monetary Fund had "become an institution that has unfortunately become set in ways that made sense in the 1950s but are inappropriate

The DMF lacks a conceptual framework for state insolvency, said Mr Sachs. who has long been an outspoken critic

of the IMF. The Chapter 11 system, by creating a standstill on debtors, gives a critical breathing period to companies, enabling them to sort out their problems, and prevents a "creditor grab race" whereby assets are quickly seized.

"The IMF needs to be moved in the direction of acting as a bankruptcy referee or judge

financial distress," said Mr Sachs. He thought the mechanisms to achieve a debt standstill could be achieved under existing treaties, but a new economic conference to establish such procedures might be

Mr Sachs also criticised the IMF for favouring free-floating currencies, rather than nominal exchange rate targets and for concentrating on balance of payments financing needs. rather than on the financial problems of the indebted governments themselves.

July 1994

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Arafat's return shatters a dream of home

Many in the refugee camps believe the Palestinian leader has sold them short, says Julian Ozanne

ree camp at the weekend - the crucible of the Palestinian intifada, or uprising, against Israel - one family stubbornly stayed indoors.

"For us the return of Arafat means the end of hope - the hope we will ever get our land back. It is a day of shame," said Hisham Elakra.

Like many Palestinians the Elakra family sees Mr Arafat's peace accord with Israel as a betrayal of its dream of returning to the land its fathers lived on before the 1948 Arab-Israeli war and the subsequent creation of the state of Israel.

The Elakra are not Islamic fundamentalists opposed to the peace agreement on religious grounds because it does not usher in an Islamic state in all of the traditional land of Palestine. They are part of the secular Palestinian opposition to Mr Arafat inside Gaza, the West Bank and the 4m-strong diaspora who believe that Mr Arafat has sold them short.

Not only has the peace agreement firmly ruled out any prospect of regaining the 1948 Palestinian lands, but most Palestinians believe it has also permanently shelved the notion of a return.

When the dust settles and the theatre of Mr Arafat's return passes, the fate of the fragile peace agreement could be determined by whether he is able to win over the secular opposition in Gaza-Jericho and in Lebanon, Jordan and other Arab states. Any failure by Mr

s Mr Yassir Arafat of jobs and prosperity and, made a hero's entry more important, further gains into the Jabelya refu-into the Jabelya refuof land from Israeli occupation, will fuel the opposition.

The youths of the Elakra family - Hisham, Bassam and Fayes - were born and raised in the dusty and littered streets of Jabaiya Camp, home to 72,000 Palestinian refugees They have never left the densely populated Gaza Strip but they resolutely refuse to call it home.

They are proud of their refu-gee identity and have no wish to accept Palestinian passports or leave the camp unless they are going home.

Home is a place they have

not seen, and probably never will. But they pronounce its Arabic name, Bruier [it now called Brur Hail in Hebrew) with pride and passion. It is a place which has become shrouded in myth and legend, growing ever more sweet with the fading memories of their fathers and grandfathers who were forced to flee their 300 dunums (about 75 acres) of farmland as Israeli tanks and soldiers attacked their village in the early hours of May 12

Today the Elakra's land which once boasted grape vines and wheat fields, is a built-up Israeli kibbutz south of Ashkelon.

The spirit of 1948 beats strong in the hearts of even the

youngest in the family. The peace agreement is not peace. It is a surrender of our Arab land and we must fight against it by all means...We have nothing to lose - no land, no jobs, no dignity. We will not

Although there is still a slim majority in favour of the peace process in Gaza and the West Bank, Palestinian refugees like the Elakra family say the peace agreement would be resoundingly defeated in a ref-

erendum held in the entire Palestinian nation, including the

There are no portraits of Mr Arafat or Palestine Liberation

Popular Front for the Liberation of Palestine, adorn the small bedrooms. Any mention of Dr Habash - or Hakeem (the

We accepted Arafat as our leader - as the president of Pal-George Habash, the Damascusestine. But he has accepted to based leader of the left-wing be mayor of Gaza-Jericho. He

els closed in on Butare. The

capture of the town, which is

strategically located between

the main roads south to

Burundi and west to Zaire,

would be a big victory for the

Col Thibaut confirmed last

Yesterday afternoon,

Butare's leafy boulevards were

deserted, while thousands of

civilians streamed out of the

town. The route to Burundi

was choked with overloaded

vehicles and a mass of people

on foot, fleeing with their mat-

tresses, cooking pots and

night that the town was expected to capitulate within hours.

Tutsi-led rebels.

has sold us out for nothing and Hisbaro.

the only way he will be able to rule is by using the secret police like the Israelis," said

to us

about the prospect of general elections. He may also have underestimated the strength of feeling about recovering Arab land that burns so pessionately amongthe refugees who make up more than 75 per cent of Gaza's \$50,000 population, especially those \$25,000 still living

Attachment to land has acquired an almost supernatural importance to the Palestinisn refugees - an affirmation of their existence with a past they portray as a peradis

"Land is stability," said Bas-sam, "If there is no land we will not exist as a family as a people. We are physically related to our land because the graves of our family are on that land and our history of our family is on that land."

Although many Palestinian refugees know they may not see their land in their life they are philosophical about the future sure that the tide of history will one day turn in their favour.

"Yassir Arafat is betraying our rights now because we are weak and Israel is strong," said

"Israel will not always be strong. Turkey and Britain ruled the world and Palestine for hundreds of years but where are they today? No one thought the Soviet Union would collapse but it did. One day Israel and the US, which supports Israel, will collapse and Palestine will be returned

"It does not matter whether will live to see Palestine but for sme my son or my grand

NEWS IN BRIEF Casino

owner named in HK probe

Mr Stanley Ho, Macao's casino king, has been named in a combanies his He med to be good good forest manual in a good good forest manual in a chairman of one of them writes Simon Holberton in Hong Kong.

The government released an abridged version of the report into the affairs of Tomson Pacific, the World Trade Cen-tre Group (WTCG) and related companies at the weekend. The results of the 18-month investigation have been referred to the police and securities' market regulators for

Mr John Lees, the independent investigator, says companies controlled by Mr Ho together with his Macanese flagship, Sociedad de Turismo e Diversors de Macen, were involved in avoiding the colony's takeover code.

Mr Ho denies any wrong. doing or knowledge of the transactions referred to in the

Cambodia coup attempt foiled

Cambodia's coalition government announced yesterday that it had foiled an attempt coup d'etat over the weekend placing a former interior minister under house arrest and expelling one of the sons of King Norodom Sihanouk for plotting the government's overthrow, Victor Mallet, South East Asia Correspondent, writes.

The attempted coup ap to have been stopped in its This dependence on the spot market early stages without death or injury, but it demonstrates the fragility of Cambodian democ racy a year after the UN-organised elections.

The authorities detained Mr Sin Song, interior minister under the previous, communist regime installed by Vietnam, in the early hours of yesterday morning. They also expelled Prince Chakrapong, a former deputy prime minister. putting him on a flight h

many and Former Albania president jailed at effective

communist leader. Was convicted by a Tirana court of abuse of power and other charges and sentenced to nine years' imprisonment, Reuter reports from Tirana. Mr Alia, 68, had pleaded not

guilty to the charges and accused the government of Albanian President Sali Berisha of subjecting him to a political trial.

Korean summit 🦳 media ban

North and South Korea have agreed to exclude foreign journalists from accompanying 80 South Korean reporters who will travel with President Kim Young-sam to Pyongyang later this month for a meeting with North Korean President Kim H-sung, writes John Burton in Seoul

The decision was taken as part of an agreement reached at the weekend between the two Koreas on detailed procedures for the summit on July

Carolina air crash kills 22

A USAir DC-9 crashed and burned in a thunderstorm after missing an approach to Charlotte's international airport on Saturday, killing at least 22 passengers, Reuter reports from North Carolina. Both the pilot and co-pilot were among about 30 survivors. This number is unconfirmed because there may have been small children not listed among the passengers. The airline said 15 people

Spain mobile phone contest

The Spanish government has



Hero's return to Jabalya refugee camp on Saturday: but opposition will grow unless Mr Arafat can deliver his pro

leave this camp until we go back to our village," said Bas-

diaspora.

Organisation flags at the Blakra house. Instead, pictures of Che Guevara, Lenm and Dr

wise one) - is greeted with approval

Mr Arafat is gambling that he will be able to win support through massive investment in housing, jobs and social ser-

is expected to lead to fierce competition among charterers for vessels when demand increases. This will push char-ter rates up higher than would be the case if there was a greater volume of long-term charters. Charter rates for a modern 250,000

dwt "supertanker" are forecast to rise on the spot market from \$13,000 a day this year to \$21,000 in 1995 and \$30,000 the following year, the review said. World Tanker Outlook - An End to Surplus. 7 Copthall Avenue, London

North Yemen oil Demand for crude tankers set to rise output halted

By Mark Nicholson in Cairo

North Yemen's 190,000 barrel a day oil production has been halted by a south Yemeni air raid, a north Yemeni oil official said at the weekend. The attack deprives the Sanaa govemment of its chief source of hard currency until the damage is repaired.

Northern forces, meanwhile, kept up artillery and rocket attacks on the southern city of Aden as the International Committee of the Red Cross warned that people in the city would soon he dring of thirst unless its shelled water treatment plant was repaired.

North Yemeni officials have said they would allow engineers and a Red Cross team to repair the facilities. The ICRC said a repair team was ready to move in but was awaiting assurances for its safety.

Mr Ismail al-Dailami, oil ministry manager at Marib, told Reuters that a raid by southern jets last week had

destroyed two vital water coolers at the crude oil pumping station feeding the pipeline to

He said that the damage could be repaired "in a few days". But it was unclear if replacements for the two wrecked coolers were available in Yemen or would have to be flown into the country. Hunt Oil in Yemen, which operates the Marib field, would not comment on the reported damage yesterday and no immediate

Ras Isa, the north's oil export

reaction was available from Hunt's Dallas headquarters. The Marib operation is the mainstay of north Yemen's oil industry, pumping almost 190,000 b/d of crude. Production is continuing in the south, where Canadian Occidental is producing up to 160,000 b/d from its Masila field, but the company has been paying Yemen's share of the oil revenues into a trust account since the outbreak of civil war in

early May.

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By Charles Batchelor, market in the early 1990s led to a sharp made it less attractive for large oil comincrease in the number of older vessels being scrapped while fewer new vessels panies to own their own fleets of tank-The oil tanker industry is poised for ers. The amount of company-owned touhave been ordered over the past three nage has fallen from around one-third years. If the Opec oil producers increase

Transport Correspondent

By Leslie Crawford

French marine commandos

came under fire from Rwanda

Patriotic Front guerrillas for

the first time yesterday as

they evacuated nuns and

orphans from the besieged uni-

"The RPF came over a hill

TO SAVE ALL THESE TREES WE

TO SAVE ALL
THESE TREES WE
HELP CHOP

DOWN THIS ONE.

DOWN THIS ONE.

and fired at the convoy leav-

ing town," Col Didler Thibaut

versity town of Butare.

In Butare, Rwanda

recovery following a slump which has lasted for most of the past 20 years, according to a review of the tanker market by Petroleum Economics, a con-The rates paid to charter tankers

increase sharply when surplus capacity falls to 50m dead weight tons (dwt) and this threshold appears set to be breached shortly, the review said. A drop in the rates paid on the spot their shipments next winter, demand for tanker capacity will rise, it forecast.

Oil output from wells outside the Middle East is running close to capacity so any disruption to those supplies could only be matched by increased output from the Middle east. Transporting oil on long-haul routes from the Guif will increase tanker demand.

The tightening up of environmental

of the bullets lodged in our

vehicles, and we returned fire.

There were no casualties on

Col Thibaut said this was

the closest his soldiers had got

to the front line in Rwanda's

civil war, perhaps too close for comfort. The brief exchange of

fire underscores the difficulty

of the French mandate to pro-

tect civilians while not inter-

vening in the Rwandan con-

the RPF, or to help the Rwan-

dan government fight the

The nuns and orphans,

including Europeans, Hutus

RPF," Col Thibaut said.

"Our mission is not to fight

legislation in the US, in particular, has in the early 1970s to one-quarter. At the same time low rates in the spot market have meant the oil companies and other charterers have increased their activity in the spot market and reduced the

number of long-term charters. The volume of toppage on spot charter rose from 10 per cent to 50 per cent while long-term charters fell from 50

Rwandans fire on French | US poised to boost

of the 11th Parachute Regiment of Toulouse said. "Some of the bullets ladged in one of the bullets ladg By Laura Tyson in Taipei

The US is poised to boost formal diplomatic ties with Taiwan after its first policy review of bilateral ties in 15 years, amid congressional calls to rescind a ban on high-level exchanges between the two

countries. The move would be the first official recognition from

democratic state. The US has funnelled billions of dollars in aid to the Clinton adminis Taiwan since the ruling be published soon.

file of Taiwan, which is struggling to counter incessant diplomatic bullying by China, and pushing to join the United Nations

Nationalist government lost

Observers said changes were

likely to be subtle but would

enhance the international pro-

China's civil war in 1949.

Mr Warren Christopher, US secretary of state, told the Senate foreign relations committee Taiwan's biggest longstanding ate foreign relations committee ally of its transformation from on Friday that improvements a military dictatorship to a in ties would be made in line with a "broad and deep review" of Taiwan policy by

Reshuffle fails to convince

UNITED STATES

The White House did its utmost to put a favourable spin on last week's reshuffle in its ranks, but the US media resolutely refused to be spun, remaining sceptical of many aspects of the shake-up. The off-repeated official line that the changes were just the kind of routine tinkering that

any organisation goes through

day, everyone has done a spec-tacular job, things had never-been bad, they just could be The grumbling, she said, was all behind the scenes.

switched from heading the Office of Management and Budget to become White House Chief of Staff, Ms Alice Rivlin, who stepped into Mr Panetta's shoes, and spinmaster Mr David Gergen, who went from an advisory role at the White House to one at the State

Giving the top White House job to a Washington insider like Mr Panetta would help at a time when Mr Clinton's foreign policy was under attack, healthcare reform was mired in Congress, and the president's poll ratings were falling, suggested David Lauter at the Los Angeles Times. "But because Clinton's problems go far beyond his sometimes disorganised staff structure -

may be limited," he wrote. The New York Daily News was more succinct. "If Clinton wants real change, he'll read the riot act to the man in the mirror," it said.

Mr Gergen too was praised at the expense of his boss. However, Doyle McManus writing in the Los Angeles Times thought Mr Gergen's star had been waning, and White House staffers must have been relieved to get rid of the Republican in their midst ahead of November's mid-term elections.

The Post welcomed Ms Rivlin's step up from deputy at OMB and thought her nomination "virtually certain to sail through Congress". She had "earned a reputation as the administration's fleroest deficit hawk", it said. The Los Angeles Times could not resist reminding readers of her Capitol Hill nickname – Tiny Alice.

the reshuffle was Mr Thomas "Mack" McLarty, Mr Clinton's childhood friend, who was eased aside by Mr Panetta but will remain in the White House as a senior counsellor.

Mr McLarty was widely reported as a nice guy who just lacked sufficient Washington experience to head the White House staff. But there was no sympathy from New York Times columnist William Safire "Mack McLarty, who went to kindergarten with Clinton, is taking their old sandbox into the Oval Office's bunker of broken dreams."

However, a Washington Post editorial thought that in switching from an executive to an advisory role, Mr McLarty might even find himself wielding more power than before. It pointed out that Mr George Stephanopoulos, former White House communications chief. was "reassigned from an executive function to a counsellor's role" last year and is now more influential than ever.

Mr McLarty is nothing if not every talkshow or news pro-

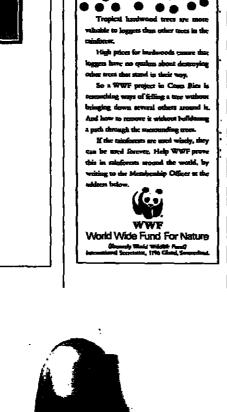
The only apparent loser in gramme that would have them, or that was not dominated by blanket coverage of the OJ Simpson case.

No news out of Washington last week could compete for air time with the drama in Los Angles as one of the nation's most prominent sporting heroes faced a televised preliminary trial hearing accused of Elsewhere there was much

debate over whether more

high-level reshuffling was to come, particularly in the for-eign policy area, where rumours of change have been rife for weeks.
The Wall Street Journal, in a

foreign policy machine, reserv ing some harsh words for the Secretary of State: "Everyone in this town [Washington] thinks that Warren Christopher is a lame duck."



INTERNATIONAL PRESS REVIEW

By Ken Warn

found few takers. "No explanation has been given for the changes," wrote Mary McGrory in The Washingion Post. "To hear everyone speak at the graduation cere-monies in the Oval Office Mon-

There was praise for the key players in the game of musical chairs – Mr Leon Panetta, who

But one common theme was: Good people, pity about their

and stem in large measure from his own lack of decisionmaking discipline - the help

loyal. Only hours after the shake-up announcement. which sounded at times like his funeral, up he popped on CNN's Larry King Live show, flanked by Mr Panetta, saying what a great idea it all was. Mack the Nice and Neon Panetta, as King dubbed them, then seemed to appear on

lengthy memo to Panetta, urged change at the top of the

For The Washington Post's In the Loop column, Mr Chris-topher was not so much a lame duck as a bald eagle - the comeback of which from the verge of extinction was much celebrated in the US last week. But only a big administration victory on Bosnia, Haiti or especially Korea could remove Mr Christopher and Mr Anthony Lake, the national security adviser, from the endangered species list, it warned, and even that might be temporary.

prepared the way for competi-tion in mobile telephones, approving a set of rules for digital cellular networks. writes David White in Madrid. Spain is due to invite blds later this month for a licence to compete with the national operator Telefónica. Five consortia of Spanish and foreign companies are set to enter the contest, which is due to be decided by the end of November. The winner will have to pay an entry fee estimated at up to Pta100bn (£487.8m).



Reich seeks action on labour standards

By Jeremy Kahn in Washington

TMB-Service

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Multilateral development loans and grants should be used as carrots and sticks to encourage developing nations to improve their labour standards as their economies grow, Mr Robert Reich, US labour secretary, has urged.

All countries should be held to certain minimal labour standards. Mr Reich told a House banking subcommittee that oversees international development and trade. States employing slave, prison or child labour, and denying workers the right to organise and bargain collectively, were "outside the community of civilised nations", he

Beyond these fundamental standards, said Mr Reich, the US should be cautious, realistic and pragmatic in its expectations of developing nations' labour practices.

The international community clearly cannot attempt to dictate levels of working hours, minimum wages, benefits or health and safety

standards uniformly matching those of the US and other industrialised nations," he said. "While it is neither fair nor realistic to insist that labour standards within developing countries must be identical to those in richer countries, it is appropriate to expect labour standards to improve as economies

develop. in addition to core labour standards, Mr Reich recommended a two-part test to evaluate how developing nations should be ranked for multinational aid - the existence of democratic institutions and evidence of improving trends in labour conditions.

"The less democratic the country, the greater the grounds for suspicion or concern that labour standards are being suppressed in order to serve narrow commercial interests or in a misguided mercantilist impulse on the part of the clites," Mr Reich said.

Mr Reich's statements come at a time of growing debate in Congress and across the country about

whether the US should pass legislation to implement the Uruguay Round of the General Agreement on Tariffs and Trade.

He warned that the debate over international labour standards should move beyond simple free trade versus protectionism arguments. But the labour secretary was attacked from both the right and left on just such grounds.

"I would hope that we don't tie some conditions to what a country has to have before we can trade with them." Mr Alfred McCandless, a California republican and free-trader, said. "We do not seem to take this attitude or approach with the people we give foreign aid to." Mr Bobby Rush, an Illinois Democrat, berated Mr Reich for having an "academic" attitude to US jobs.

Mr Reich repeated his view that in an increasingly global economy, government should stop thinking of companies as "American" or "foreign" and develop a new patriotism based on its citizens, not its prod-

Airlines press Clinton on 'open skies'

President Bill Clinton is coming under pressure from a growing number of US carriers to revive negotiations with the UK on liber-

alising airline services between the two countries. Mr Ron Allen, chairman of Delta Air Lines, the third largest US carrier, is the latest US airline chief

Clinton asking him to intervene to break the deadlock.

ard Branson's Virgin Atlantic Airways to give it access to London's Heathrow airport.

Under the current air service agreement between the two countries only two US carriers - United and American - can serve Heathrow, the world's biggest international airport. But the marketing and ticket code-sharing partnership with Virgin would open the door for executive to have written to Mr Delta into Heathrow.

Mr Alien's letter follows a similar initiative last week by the heads of Mr Allen asked the US authorities six other US airlines, including to approve his airline's recent com- United, the largest US carrier, who

mercial partnership with Mr Rich- all wrote to Mr Clinton urging him to take action to revive "open skies" talks with the UK.

These initiatives reflect frustration among many US carriers at the refusal by the Department of Transportation to consider reviving talks with the UK after walking away from negotiations last year. The DOT appears to have sided so

far with the position of American Airlines, the second largest US carrier, which has argued that the US should renounce its air agreement with the UK unless Heathrow was immediately opened to all US carri-

instead, Mr John MacGregor, the UK transport secretary, who has also become increasingly frustrated by the DOT's attitude, has proposed a gradual process of liberalisation over three phases eventually lead-

ing to total "open skies". Mr Allen argued in his letter that approval of the Delta-Virgin partnership would inject more competition on transatlantic routes and "underscore the desire of both our governments to move towards serious liberalisation".

Mr MacGregor has already given his approval to the Delta-Virgin

Healthcare battle for Congress this week

By Ken Warn in Washington

The political battle over US healthcare will move to the floor of the House and Senate after this week's congressional recess follow-ing the completion of committee work on the legislation.

The Senate finance committee approved on Saturday a version of the bill which drops a key component of the reform envisaged by

President Bill Clinton - the employer mandate, under which companies would pay the bulk of their workers' insurance costs.

The finance committee's version would rely instead on a mix of tax incentives, insurance reform and subsidies for the poor to try to expand health insurance coverage. The bill falls short of Mr Clinton's aim of universal coverage.

In an indication of other strug-

gles to come, the committee adopted an amendment that would allow employers to exclude abortion coverage from any health insurance they may buy their workers. Thirty-six Democratic congressmen have written to Mr Thomas Foley, the House Speaker, saying they cannot support legislation that does not exclude abortion. Pour of the five committees with

jurisdiction over healthcare have

bill. The fifth, the House energy committee, has given up the struggle after failing to reach consensus. Three versions of the reform reported out of committee bear close similarities to the Clinton plan. However, the Senate finance committee is considered to reflect closely sentiment within the Senate itself, and some House members may also look to it for a lead.

now completed their versions of the

WORLD CUP

Total football a matter of faith for Holland

Simon Kuper in Boston finds that Dutch squabbles could undermine their natural ability



The Dutch blame the heat. Soccer players boil at 47°C, and Holiand's second-round game ond-round game today against Ireland is their third

in sticky Orlando, Florida. Naturally, there is more to the Dutch decline than Florida's heat. Go back six weeks to the European Cup final between Barcelona and AC Milan. Barca, led by Dutchman Johan Cruyff, play pretty total foot-ball, and Cruyff spent the days before the match knocking Milan -"a team with only runners and defenders." It would be better for football if Barcelona won, he

decreed. Milan won 40, and in Orlando Cruyff's spirit lives on. The Dutch play pretty soccer, and they think they deserve to win. So far they have been lucky to beat little Saudi Arabia and Morocco - 2-1 each time and they lost 1-0 to Belgium.

The German press applauds any victory, but Dutch papers demand beautiful football, and players are

spending hours after every match lecturing journalists on the weather. Lex Muller of the Aigemeen Dagblad spoke for many when he called the Orlando side "a too gentle team of ideal sons-in-law."

Holland's winners are back home in Europe. Ruud Gullit, whatever the myth, is no laid-back Rastafarian reggae-lover. He is a fierce competitor who walked out of the Dutch training camp three weeks before the World Cup because he thought that playing with four forwards was "suicidal", and because he secretly dreaded a seat on the bench. Marco van Basten is chronically injured. Cruyff, who loves winning, is absent thanks to the saddest row of all. It was agreed two years ago that

World Cup. With him in charge, Holland might have had a shot at

he would lead the Dutch to the

Ireland are expected to stick to 4-5-1 against Holland, using one striker supported by five mid-field-ers. Manager Jack Chariton can use first-choice full-backs Dennis Irwin and Terry Phelan, suspended for the 0-0 draw against Norway.

But Ireland's problem is not defence. They are having trouble

through. Cruyff asked for too much money (no great turn-up for the books, that); Lotto, kit sponsors of the Dutch team, took fright at his plans to promote Cruyff Sportswear at the tournament (another old story); the chairman of the Dutch FA pushed Cruyff to sign the contract in a week that Barcelona had three matches; and, when a final fax from the chairman came through at Casa Cruyff, the print was illegible.

Last December the time came to

so Dick Advocaat, a gritty 1970s

negotiate, and everything fell midfielder, is managing Holland,

scoring. They scored only twice in three first-round games, though the manager says his team had to play in the toughest group.

"We have fully justified our presence here by qualifying (for the second round]," Charlton said. "It's still a difficult situation for us, but I said from the beginning that if we

and the players are uninspired. English players always try hard, but Dutch ones are different. The Dutch squabble, a pastime

that cost them the last World Cup and could cost them this one, too. It is a tradition inspired by two men: John Calvin, who taught the faithful to ignore priests and read the Bible for themselves, and Johan Cruyff, who taught them that a good scrap motivates people.

Thanks to these two, a Dutch player believes that he is quite as likely as his manager to have the got there we would be dangerous

"We'll see what happens next but we've already got a solid sense of achievement." The Irish have a ful-ly-fit squad. "We've now gone to the second phase of two World Cups and we would like to go a bit further," added the manager.

Truth. Hence Gullit thought he had a right to tell Advocaat how to play, while this week the players have been lobbying their coach to play an extra defender. Authority figures have a hard time in Holland.

This team lacks leaders - figures who will remind the rest that this is a World Cup, who will chase opponents after 80 minutes in the heat, who call for the ball when nothing seems to be working.

Ronald Koeman, the Dutch captain, lacks the cosmopolitan charisma of Gullit or Cruyff, and has

the job for want of an alternative. At 33, Jan Wouters spends most of his time soliciting yellow cards, while Dennis Bergkamp, though already 25 and the best player in

the team, is still a shy boy. Frank Rijkaard, the other great player in the side, has never wanted lead. If it were up to him, footballers would get as much publicity as accountants or bricklayers, and though he is more gifted than Gullit, he always played in Gullit's

Dick Advocaat dropped Rijkaard for the game against Morocco - just as Italy took off Roberto Baggio when the going got tough - and after the match a sedate Rijkaard explained to the press that "not everyone can play at the same time." Had Gullit been left out, he would have flown home.

In the 1970s there were two Dutch clubs worth mentioning, Ajax and Feyenoord. Ajax players were ballet

football, while Feyenoord players looked as though they had been dug out of the ground.

Now there is only one serious club, Ajax, where nine of the players who started against Morocco spent their formative years. The Dutch have no men with beards

anymore, and it shows. Their playing style is holier-than-thou. Though they are now down from four forwards to three, they use four mid-fielders, and the trio at the back includes two creative players in Koeman and Frank de Boer. (A 100-metre dash between them would be enlightening, but

would take ages to complete). Advocaat, who used to be a defensive coach, is now refusing to play a fourth defender against Ireland. He points out that the Irish play with only one striker. That is true, but their mid-fielders will come down the wings. Ireland against Holland is chalk against cheese, and everyone knows what happens to cheese

Germany and Spain through after effective victories

western European soccer has re-asserted itself, Jurek Martin ecrites. Two big 'uns, Germany and Spain, disposed of two little 'uns, Belgium and Switzerland, in World Cup second-round play on Saturday with no more than a modicum of fuss. Germany beat Belgium 3-2 and Spain beat

Switzerland 3-0. In both matches, speed counted. Spain, playing after a light rain had fallen on Washington, seemed yards faster than the ponderous Swiss, whose creative and quick mid-fielder. Sutter, watched glumly from the sidelines in his

socks, out with a broken toe. The fastest Spaniards were Sergi. Hierro and Ferrer. Hierro took the middle road to score Spain's first-half goal, Sergi the left to set up the second, by Enrique, and Ferrer the right to be upended by the goalkeeper, Beguirlstain converting the penalty.

The Swiss drew a couple of good saves from Zubizarreta but the more they trudged forward in the second half the more they were open to swift Spanish ripostes. The final margin could easily have been wider.

The German result in an unseasonably cool Chicago was also closer than the balance of

play warranted. Albert's 90th-minute goal set up a frantic finish, with Preud'homme, the admirable Belgian 'keeper, up in the German penalty area and almost geting his head to an injury-time cross. Without Preud'homme's

performance, the Germans could have scored something closer to double figures than three, and rendered academic hot – and possibly justified - Belgian appeals for a second-half penalty after Weber had been brought down.

Klinsmann, maintaining his goal-a-game pace, and Völler were too quick and co-ordinated for a Belgian back line already run ragged by Saudi Arabia. Matthäus, who set up Voller's first goal, sat out the second half with a foot injury but looked much more offensively-minded in the first 45 minutes than hitherto.

Shock follows Escobar murder

Colombian police reported the arrest of two suspects and said two others were being sought in the murder of national team player Andres Escobar.

Twenty-seven year-old Escobar, whose own goal in Colombia's

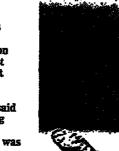
team's 2-1 upset defeat and contributed to their elimination from the tournament, was shot 12 times on Saturday as he left a bar in Medellin, Colombia's third-largest city.

Mayor Luis Alfredo Ramos said other Colombian players living in Medellin would be given bodyguards. A \$62,500 reward was set for the assassins' capture. Fifa, soccer's governing body, said in a statement from Dallas

that it was "profoundly horrified and dismayed" by the slaving. Italian coach Arrigo Sacchi summed up the shock that reverberated around the soccer community when he said: "The unjustified death of a young player is without sense. It also means that soccer is not only and no

Kantor seeks break for US

No game has received more anticipatory ink and airtime than today's between Brazil and the US. But the best word comes from Mickey Kantor, US trade



longer a sporting event, but something whose importance goes beyond our beliefs."

representative and haseball freak,



Germany's Jürgen Klinsmann jumps over Belgian keeper Michel Preud'homme during Saturday's game

caught with his family on Saturday at the Spain-Switzerland

He fancied Spain, though not, he insisted, because Swiss markets are insufficiently open. When Brazil declared independence early last century. the first country to afford

recognition was the US. Is it not time, Kantor wonders, for Brazil to acknowledge that favour, especially since it is playing the

US national team on the 218th anniversary of US independence? Meanwhile, President Clinton telephoned coach Bora Milutinovic

Saturday night, wishing them well

Cup since 1930 - with his wife and members of the US team on Hillary and daughter Chelsea.

8.30pm

against Brazil and inviting them to the White House. Clinton, calling from Camp David, said he would be watching the game - the first second-round appearance for the US in the World at 47°C.

■ Results

Other Second Round Games

Holland vs treland Today Orlando (5pm BST) Brazil vs USA Today Sen Francisco (8:30pm) Nigeria vs Italy Tomorrow Boston (6pm) Mexico vs Bulgaria Tomorrow New Jersey (9:30pm)

Quarter-finals

Saturday, July 9 Match A: Spain vs winner of Nigeria-Italy, Boston 5pm

Match B: Winner of Holland-Ireland vs Brazil-US, Dallas 8.30pm Sunday, July 10

Match C: Germany vs winner of Mexico-Bulgaria, New Jersey 5pm Match D; Winner of Romania-Argentina vs Saudi Arabia-Sweden, San Francisco

Semi-finals

Wednesday, July 13 Winner match C vs Winner match A, New Jersey 9pm Winner match D vs Winner match B, Los Angeles, 12.30am Thurs

A Company of the Comp

Sunday, July 17 Los Angeles 8.30pm

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so designed with the letest news and involved. There is only one thing A sophisti over three billion u vorld Cup USA s worse than knowing your team is losing. Not knowing.

By Jimmy Burns and James Blitz

The British government's use of a £234m ald offer to Malaysia to help build the Pergau dam is expected to be criticised by the Organisation for Economic Co-Operation and Development in a long-delayed report to be published tomorrow.

The OECD report is expected to be broadly complimentary about the general conduct of British aid policy. But in the case of the Pergau dam about the way that aid was linked to

a defence deal. The OECD's criticisms will come at a time when the political controversy over Britain's aid programme for the dam is set to

In a few weeks time, the House of Commons' Foreign Affairs Committee will publish a report into the Pergau project, which is expected to be critical of decisions taken by Baroness Thatcher's government in

Later in the year, the High Court review of the decision by Mr Douglas Hurd, the Foreign Secretary, to proceed with the aid deal in 1991. If the High Court issues a review, it could order a halt to the bulk of the £234m of payments to the Malaysian government, which are yet to be

The OECD's report is being published by the organisation's Development Assistance Committee (DAC) following an annual review of Britain's aid programme by a team of Finnish and Belgian examiners. In recent weeks, the OECD has been

report, which was completed in draft form in March. OECD officials have blamed the delay on "production

In discussing the UK's involvement in Malaysia, the DAC is thought to have expressed unanimous support for the principle that all aid be subjected to the full standards of normal assessment and that "aid quality should predominate" in decisions by individual member

OECD examiners have taken subjected to criticism for delaying the evidence from British officials at the

Administration, which is supposed to manage the UK aid programme. ODA civil servants objected to the Pergau project on economic grounds, but

The UK government last year changed its aid and trade rules, so that a country as prosperous as Malaysia could no longer qualify for assistance. The formal British aid grant offer to Malaysia was the largest ever provided for a single me under the government's Aid and Trade Provision.

Britain in brief Treasury's forecast for both



Rail union likely to call for talks

The leaders of RMT, Britain's main rail union are today likely to call for a resumption in negotiations to try to resolve the signalling staff dispute that has cost Railtrack £30m in lost revenue through

The union's executive is likely to appoprice plans for further 24-hour stoppages after its meeting this afternoon. It will also discuss calls for for an escalation of the dispute through longer

toppages. Railtrack, the state-owned company in charge of the network's infrastructure, has claimed that the men traditionally a moderate group — want a settlement and not

night they would like to resume negotiations as soon as possible. Mr Jimmy Knapp, the RMT's general secretary and Railtrack chairman Mr Bob Horton are due to give evidence tomorrow before the House of Commons Employment Committee. They are exceeted to use the opportunity to stress their desire to settle what has turned into an intractable and complex dispute.

Forecast queries Treasury figures

The Treasury's upbeat forecast for the economy, published last week, is today described group, the Ernst & Young Item

The Item Club, the only private-sector forecaster which uses the Treasury's economic model, predicts that next year inflation will be higher and growth lower, than the Treasury expects.

Item's central forecast is that growth in gross domestic product will fall to just under 2.5 per cent next year, from 2.6 per cent this year. The

years is 2.75 per cent.

Tractor output up by 40%

Tractor production at the the main UK plants has been running up to 40 per cent higher than last year to meet stronger demand in Britain, continental Europe and North America. New Holland Ford, the

largest of the British manufacturers, said production schedules at its plant in Basildon, Essex, provided for the production 40 per cent more than in 1998. sey Ferroson Tractors. takeover by Ageo of Atlanta from Varity Corporation was completed last week, reported that it will sell 10,500 tractors by the time its Coventy plant closes for the holican later arms period this month. In the same period of last year it sold 7,500 units. UK tractor registration figures, published today, are expected to show a 15 per cent downturn in June from May. But total tractor registrations for the first half of the year of more than 8,800 are nearly

Report backs 'whistleblowers'

10 per cent higher than at the

Businesses could learn from practices developed in the US and reward staff for highlighting financial malpractice in the workplace,

a report says today. The report, by Public Concern at Work, an organisation which advises workplace "whistleblowers" says fraud and financial malpractice have been the most prevalent concerns of employees who have approached it for advice.

The report says: "Our pervading culture in many organisations in the UK is that staff should mind their own business come what may."

It says this is in contrast to the US, where companies have started to reward staff for minding the company's business. The report cites Bear Sterns, the New York stockbroker, which gives staff 5 per cent of any losses they prevent when they report financial malpractice.

Enterprise Oil | Clarke hints at jobless shake-up

under scrutiny By Robert Corzine and Norma Cohen

Mr Graham Hearne, chairman and chief executive of Enterprise Oil, may be forced to relinguish one of his roles following the failure last week of the company's hostile bid for Lasmo, its fellow oil exploration group.

The Enterprise Oil board will meet shortly to consider Mr Hearne's position, but it is unlikely that there will be pressure for him to resign both

However, there has been concern about his dual role since the departure of Mr John Walmsley, the former finance director, who had been considered a counterbalancing force on the board.

Mr Hearne telephoned nonexecutive board members on Friday afternoon just before the bid failure was publicly announced and later said the board remained fully supportive of the takeover attempt.

"They saw it as a good opportunity as long as we got it at a sensible price," he said. Many industry observers have expressed surprise that Mr Hearne, one of the most highly regarded senior executives in the independent oil sector, should have misread market sentiment so badly. The £1.6bn all-paper offer for

Lasmo attracted acceptances for only 23 per cent of the shares. Additionally, Enterprise acquired 9.8 per cent of Lasmo via a £159m cash raid last Wednesday when its advisers, S.G. Warburg and Co, believed that at least 40 per cent of shares would be tendered in favour of the bid. Enterprise is now showing a nominal loss of about £30m on

The purchase is now raising questions about how the company and its advisers could have mis-read investors' inten-

tions so badly. Yesterday, Mr Piers Von Simson, the Warburg director in charge of the bid, said: "A large number of things went wrong. Individually each was not enough to sink the deal but collectively they were.' "It was our impression that the institutions would come

in." he said. If there was any single shortcoming it was Warburg's fallure to communicate its client's age effectively, he said. "All along we believed it was an entirely sensible offer," he

He said that plans to underwrite "a significant cash alternative" to the all-paper bid were scuppered by volatile equity markets in mid-June, making formation of an underwriting group impossible.

chairman's role Mr Kenneth Clarke, the UK

chancellor, yesterday raised expectations that tougher ben-efit rules for the unemployed November Budget by improved incentives for people to take low paid jobs.

His comments point to an extension of the family credit benefit and to further changes in national insurance contributions for those on low incomes to accommany the replacement of unemployment benefit by a new Jobseekers' allowance. The new allowance will be payable for six rather than 12

months and will impose tighter obligations on the unemployed to seek work. But ministers are aware the new system will only operate effectively if the jobless, particularly those with children, do

not face financial penalties in accepting work. Mr Clarke's remarks, which included another strong hint that there would be no room for tax cuts in the next Budget.

which he argued deregulated Labour markets must be combined with a strengthened wel-Despite objections from the Tory right to any increase in

develop the argument further in a speech next week to the Social Market Foundation. The theme is likely to be taken up also by Mr David Hunt, the employment secretary, in a speech tomorrow to an employment conference organised by the Trades

ants, the chancellor intends to

Unions Congre Mr Hunt will underscore a commitment to full employment, but he will combine it with a robust attack on Labour and union support for a minimum wage instead of help for the low paid through benefits. The chancellor's remarks

coincided also with a warning by another centre-left minister Mr Ian Lang, the Scottish secretary - that the government must resist the pres from the Tory right for another



'Summer smog' warning to motorists

asked to avoid using cars today, Michael Skapinker The hot summer weather has raised air-pollu-

tion levels. The Department of the Environment suggested that commuters use public transport or bicycles, or walk to work to help reduce the level of "sum-

The department yesterday forecast that air quality would be poor throughout England and Wales today. Scotland and Northern Ireland are expected

to enjoy cleaner air. Motorists were asked to switch off their engines if they expected to be stationary for more than a few minutes, and mer smog". Those who do to avoid over-filling petrol

tanks. Spilled petrol evapo- trial paints and glues is rates, releasing toxic hydro-

The department said airpollution levels were unlikely to be high enough to warrant restrictions on traffic.

Summer smoz" is caused by high levels of ozone, the largest source of which is motor vehicles. The use of solvents in domestic and indusanother, less-important source. The department recommended water-based or low solvent paints. Cooler weather or rain over the next few days would, however, help to reduce air pollution.

The department advised against strenuous outdoor activity if poor air quality con-

Whalledon, another IBM Client/Server success.

If it's out, it's in the system in seconds Every winner, every ace, every point from Wimbledon's show courts is recorded faster than the numblest of ballboys. Information is instantly available to a variety of clients around the complex, namely the press, the broadcast commentators, the public, even the players and coaches.

As recently as live years ago that would have seemed nearly impossible. Television doesn't give any indication of Wimbledon's size. The pure geography of the complex was the primary hardle. Live information from eighteen courts is needed immediately by an information hungry world.

For the people at Wimbledon this was an enormous task, remember their business is tennis, not technology. Working closely with IBM, Wimbledon develo ped a Glient/Server system that helps them hold on to their reputation of being the world's premier tournament. During the Championships, the system consists of ninety PS/2s and a team of around fifty people. The information captured from each court is process sed by the server computers and promptly despatched to the various 'clients'. TV and Radio commentators have a touchscreen service at their fingertips. It's full of opto-date information and graphics about the games in progress and games played in the

past, as well as player statistics and profiles. That gives them plenty to talk about in breaks of play or during those 'ob so rare' rain delays. Around the complex, similar information systems are available for the press, players and public.

As confirmed by the All England Club "In order to maintain our reputation of excellence, it is important to ensure that the provision of information is equally efficient. At Wimbledon, our Championships Information System has improved our game."

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INVITATION TO TENDER

7

SUPPLY OF FERTILIZER (UREA) UNDER JAPANESE GRANT AID FOR ECONOMIC STRUCTURAL ADJUSTMENT OF SOCIALIST REPUBLIC OF VIET NAM

JAPAN INTERNATIONAL COOPERATION SYSTEM (JICS), acting as procurement agent on behalf of Socialist Republic of Viet Nam, invites ALL INTERNATIONAL TRADING FIRMS AND COMPANIES which have:

1) Branch(es) and/or registered office(s) in Socialist Republic of Viet Nam and Japan and 2) Experience in supplying fertilizer

to submit Tender for supply and delivery of fertilizer (Urea).

This supply is to be financed by Japanese Non-Project Grant Aid to the Socialist Republic of Viet Nam on the basis of the Exchange of Notes concluded on 21st March, 1994 between the Governments of both countries.

Tender Documents will be available from 14:00 to 15:00 JST on 5th and 6th July, 1994 on payment of 20,600 Japanese yen (VAT included) per set at JICS office in Tokyo, Japan (The address is as mentioned below). Submission of Tender will be closed at 17:00 JST on 27th July 1994.

For further information, please contact JICS office directly.

Procurement Office for Non-Project Grant Aid, Grant Aid Management Department JAPAN INTERNATIONAL COOPERATION SYSTEM (JICS) P.O. Box 301, 6F, Shinjuku Mitsui Bldg., 1-1 Nishi-Shinjuku 2-chome, Shinjuku-Ku, Tokyo, 163-04 JAPAN Tel: 03(5322) 2441-2444 Fax: 03(3340)5505

UK COMPANIES

Bd. 1998 Y450000.0

■ TODAY COMPANY MEETINGS: Borthwicks, Founders' Hall, 1 Cloth Fair, E.C., 11.30 Carliste Grp., Britannia Intercontinental Hotel. Grosvenor Square, W., 11.30 Casket, The Roundhay Room, Holiday Inn, Wellington Street, Leeds, 11.00 Gates (Frank G), The Woodford Moat House, Oak Hill, Woodford Green, Essex, 12.00 Gresham House, 36, Elder Street, E., 11.00 Helene, 222 Grays Inn Road, W.C., 10.30 Jourdan (Thomas), Dartmouth House, 37 Charles St, W., 10.00 Kelt Energy, 29 Gresham Street, E.C., 10.30 RIT Capital Partners, The Royal Automobile Club, 89 Pall Mail, S.W., 12.00 BOARD MEETINGS: Finals: Carcio Eng. MFI Fumiture Menzies (J)

Scottish & Newcastle

Interims:

Caldwell Invs. Coda Dwyer Pyffes **TOMORROW** COMPANY MEETINGS: Betterware, Stanley House, Park Lane, Castle Vale, Birmingham, 10.00 Bourne End Properties, CAP House, 9-12 Long Lane, E.C., 12,30

German Inv. Tst., 48 Chiswell Street, E.C., 2,30 Pentos, Cafe Royal, 68 Regent Street, W., 12.00 Tie Rack, Royal Society of Arts, John Adams Street, W.C., Value & Inc. Tst., 45 Charlotte Square, Edinburgh, 12.15 BOARD MEETINGS:

Finals Assoc. Nursing Services Birkby Break for the Border Budgens Court Cavendish European Motor Evans of Leeds Howden Morris Ashby Phonelink St. Jame's Beach Hotel Sims Food Sterling Publishing Vibroplant

Worthington Interims: C.C.S. Gardiner Securicor Security Services Torex Hire ■ WEDNESDAY JULY 6 COMPANY MEETINGS: Atkins Grp., Old Cottages, Lower Bond Street, Hinckley, 10.00 Brown (N), Ramada Hotel, Manchester, 2.30

Cedardata, 66 Wilson Street, E.C., 12.00 German Smaller Co's Inv. Tst., 48 Chiswell Street, E.C., 12.00 Land Securities, Claridges, Brook Street, W., 12.00 R.E.A. Holdgs., 7 Bedford Square, W.C., 10.00 RPC, 12 Suffolk Street, S.W.,

Elizabeth II Conference Centre,

Broad Sanctuary, S.W., 12.00 BOARD MEETINGS: Finals: Bespak Bogod **Border TV Dixons Dudley Jenkins** GEC Hamlet

11.30

Northamber Taunton Cider Interims: M&W St. Davids Inv. Tst. THURSDAY JULY 7 COMPANY MEETINGS: Allied-Lyons, London Hilton Hotel Park Lane. W., 11,30 Channel Hidgs., The Chartered Accountants' Hall, Moorgate Place, E.C., 12.00 Chesterfield Properties, 38 Curzon Street, W., 11.30 Fine Art Developments, The Devonshire Arms, Bolton Abbey, Skipton, N. Yorks., 4.00

The Chartered Accountants' Hall, Moorgate Place, E.C., 12.,00 Gerrard & National, 33 Lombard Street, E.C., 12.00 NSM, 30, Furnival St, EC, 11.00 Sindail (Wm), Gonville Hotel, Cambridge, 11.00 Westbury, Westbury House, Lansdown Rd, Ch'itham, 12.00 BOARD MEETINGS: British Bloodstock Agency

Fleming Far Eastern Inv. Tst.,

Farepak Gibbon Lyons **Gold Greenless Trott** six weeks after the board

Wilshaw Interims: Kleinwort Charter Fd. FRIDAY JULY 8 COMPANY MEETINGS: Ingham, Royal York Hotel, Station Road, York, 12.00 Oceana Cons. 25, Luke Street, E.C., 10.30 Premier Health, Butlers Wharf, 36, Shad Thames, S.E., 9.15 Reed Executive, 114 Peascod St, Windsor, Berkshire, 3.00 Smith (James) Estates, Cisswood House, Lower Breeding, H'sham, W S'sex, 11.30

UMECO, Everland Road, Hungerford, Berks., 12.00 Vosper Thornycroft, Victoria Rd. Woolston, S'thpton, 2.30 BOARD MEETINGS: Abtrust New Dawn Inv. Tst. Assoc. British Eng. Brown & Tawse Reliance SecurityInterims: Cardiff Property Company meetings are AGMs

meeting to approve the

preliminary results.

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unless otherwise stated. Please note: Reports and accounts are not normally available until approximately

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CONTRACTS & TENDERS

Invitation of proposals to establish and operate Audiotex Services in Pakistan

To promote the role of private sector in the telecommunication services, applications are invited from reputable firms to

The intending applicants must have capability and experience to operate and maintain the Audiotex Service for general public use. Proposals may be made on all Pakistan basis or on regional basis. Interested firms may apply along with following documents/information:

- Feasibility study of service, system configuration design and scope of service.
- System performance guarantee based on international standards.
- Proposed system of Integration with the Pak 3. Telecom network including numbering and other technical details.

Acceptable formula for calculation of royalty payable yearly to the Government of Pakistan, 4. and tariff structure. Details of charges, billing and revenue share with the Pakistan Telecommunication Corporation be indicated.

- Detailed specifications of the system to be provided.
- Details of maintenance philosophy and facilities, quality assurance be provided.
- Proposal of investment plan covering both 7. foreign exchange and local components.
- 8. Manpower, training and employment plan.

If a proposal is found technically and financially viable by the competent authority, the selected firm(s) may be granted license for a period of 15 years.

Applications along with the required information and documents should reach the undersigned by 25 August 1994. The envelope should be marked: PROPOSAL FOR AUDIOTEX SERVICES.

Muhammad Rashid Joint Secretary II, Government of Pakistan, Ministry of Communications, 9 Block-D, Pak Secretariat, Islamabad-44000, Pakistan Tel: (92-51) 823738, Fax: (92-51) 825454

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CONTRACTS & TENDERS

Greene King

Vardy (Reg)

REPUBLIC OF HUNGARY

Ministry of Transport, Communication and Water Management, Motorway Directorate retained the Transport Consulting Management Ltd to publish an

INTERNATIONAL PREQUALIFICATION INVITATION

Librait a dré information system for the MO motorway and its connecting road

The Republic of Hungary, Ministry of Transport, Communication and Water Management, Motorway Directorate retained the Transport Consulting Management Ltd to publish an International tender to construct in stages a traffic control and information system for the MO motorway by-passing Budapest and its connecting road network leading into the city.

Proposals are expected from firms possessing adequate skill and experiences in the construction of traffic control system for road

Purpose of the system construction:

Owing to the gradual implementation and operation of the system the route selection options of the drivers, the conditions of the traffic flow hence the uniformity of capacity utilization of the road network will improve compared to the state without an information system. The system must be compatible to the existing and operating traffic

control system of the road network within and around Budapest. The works on the first stage of the system must be executed during the year 1995.

The prequalification guide can be obtained against the payment of a non refundable fee of USD 200 (for Hungarian Tenderers HUF 20,000) as of 9.00 o'clock, July 15, 1994 at the following address:

UTIBER Közúti Beruházó Kít H-1115, Budapest, Csóka u. 7-13 4 floor, room 407

Phone Nos: (36-1)168-6365, 166-6842 and 185-5979 ext 407 Fax: (36-1)166-6678

Payments should be made to the account No. 214-90174-3483 of the Motorway Directorate kept with Kereskadelmi Bank Rt.

The prequalification proposal must be submitted to the above address of the UTIBER Transport Consulting Management Ltd as indicated in the Guide till 14.00 o'clock August 15, 1994. Each Tenderer will be informed about the result by the committee norming the prequelification.

UTIBER Transport Consulting Management Ltd.

The Financial Times plans to publish a Survey on

Britain's Ethnic Businesses

on Thursday, October 13.

The survey will report on the important contribution made to the economy by atimic minority businesses in the United Kingdom. It will examine how their future prospects will be affected by competition at home and from abroad, and how they are responding to the challenge of c revival in the UK.

For more information on editorial content and details of advertising opertunities available in this survey, please contact:

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FT Surveys

INVITATION TO TENDER

KOMPLEX TRADING CO. LTD IMPLEMENTATION OF

<u>AN AIR TRAFFIC CONTROL CENTRE SYSTEM "MATIAS"</u>

In the name of the Air Traffic and Airport Administration of the Ministry of Transport, Communication and Water Management of the Republic of Hungary, the KOMPLEX Trading Co. Ltd invites bids for the supply, installation and commissioning of a "MATIAS" - Magyar Automated and Integrated Air Traffic Control System - /with a complete software documentation/ at the Budapest Ferihegy Airport. The Republic of Hungary has signed a finance contract with the European Investment Bank / EIB / for the partial financing of the project.

The two-stage tender is open, under the same conditions, to all firms / natural persons or corporate bodies / from at least the member countries of the European Union / Eu / and Hungary. Tenderers may form consortia only at the first stage.

The complete tender documents will be available starting July 1st 1994 from:

KOMPLEX Trading Co. Ltd, H-1807 Budapest VI. Andrassy ut 10., Hungary

Attention: Dr Novâk Lajosné, Head of Department Tel: (36)-1 132-0592 Telex: 22-5957 Fax: (36)-1 131-6527

The tender documents may be consulted on the premises of the KOMPLEX Trading Co. Ltd between 09.00 and 14.00 on workdays and purchased against payment of a non-refundable USD 2000 / or, in case of Hungarian companies, of the equivalent in Hungarian Forint converted at the current official exchange rate/.

Payments must be made either in cash or into Komplex Trading Co. Ltd's account no. 219-98564/0100-100913-001 at the Unicbank R.T. Budanest.

Bids, in English and accompanied by a bid security for 5 percent of the bid amount, shall be forwarded to the Komplex Foreign Trading Co. Ltd at the above mentioned address before 10.00 on September 30th 1994, when the tenders will be opened by the tender board.

The short list will be made public 30th November 1994. The firms on the short list will get a final contract specification on January 31st 1995. Modified tender shall be submitted till 31st March 1995.

The tender results will be made public on June 30th, 1995.

INVITATION TO TENDER

Air Traffic and Airport Administration and Komplex Trading Company Ltd.

IMPLEMENTATION OF THE EN-ROUTE NAVIGATIONAL EQUIPMENT

In the name of the Air Traffic and Airport Administration of the Ministry of Transport, Communication and Water Management of the Republic of Hungary, the KOMPLEX Trading Co. Ltd invites bids for the supply, installation and commissioning of the En-Route Navigational Equipment (DVOR/DME, NDB with Remote Control and Maintenance System) in Hungary.

The Republic of Hungary has signed a finance contract with the European Investment Bank / EIB / for the partial financing of the project.

The tender is open, under the same conditions, to all firms (natural persons or corporate bodies) from at least the member countries of the European Union / EU / and Hungary.

The complete tender documents will be available starting July 1st 1994 from:

KOMPLEX Trading Co. Ltd, H-1807 Budapest VI. Andrassy ut 10., Hungary

Attention: Dr Novåk Lajosné, Head of Department

Tel: (36)-1 132-0592 Telex: 22-5957 Fax: (36)-1 131-6527

The tender documents may be consulted on the premises of the KOMPLEX Trading Co. Ltd between 09.00 and 14.00 on workdays and purchased against payment of a non-refundable USD 1000 (or, in case of Hungarian companies, of the equivalent in Hungarian Forint converted at the current official exchange rate). Payments must be made either in cash or into Komplex Trading Co. Ltd's account no. 219-98564/0100-100913-001 at the Unicbank R.T. Budapest.

Bids, in English and accompanied by a bid security for 5 percent of the bid amount, shall be forwarded to the Komplex Trading Co. Ltd at the above mentioned address before 13.00 on September 15th 1994, when the tenders will be opened by the tender board.

The tender results will be made public on October 17th 1994.

Neil Buckley reports on how the retailing and pharmaceuticals group used textbook techniques to revive its profitability

ate in 1992, workers at Boots factories in Nottingham found themselves wearing a new badge on their overalls. The famous blue oval carrying the Boots name in cursive script was replaced by one sporting two interconnecting squiggles. At the same time, workers had to get used to the idea that they were working not for "Boots", but for a new business unit, Boots Contract Manufacturing. The logos were visible signs of

important developments in the group - changes that might have come straight from a modern management textbook, but which were greeted with suspicion inside and outside the 111-year-old company. "There was some cynicism about

the business-school speak," says a company insider. "But now people think and speak the new language." If the changes are gaining acceptance in the group. Boots' announcement last month of a 19 per cent increase in pre-tax profits to £484m for the year to March (before exceptional items) helped to convince the outside world of their effectiveness. In spite of uncertainty surrounding the pharmaceuticals division, losses at the Do It All DIY chain, and disappointing performances from other legacies of the £900m acquisition of Ward White in 1989, it seemed that chief executive Sir James Blyth had found a way of

unlocking extra value. Working with Marakon, a Connecticut-based management consultancy, the then highly centralised Boots group split 18 months ago into 10 business units. All units have a specified market and competitors, their own management team, identity and logo.

Each draws up its own profit and loss account, balance sheet and cashflow statements, and presents an annual "prospectus" to the group centre detailing its strategy. and the capital and resources required to fulfil it. This is discussed with the group chief executive, and becomes a "strategy con-

tract" signed by both sides. The contract includes performance targets that determine unit managers' incentive payments.

This, says Sir James, marks a big improvement on the practice in many companies of allocating capital through annual budgetary procedures, where the amount each division receives often depends on the baronial powers of individuals". The group centre, meanwhile, has



Divide and thrive at Boots

slimmed to 100 people in seven roles: personnel, corporate affairs, corporate development. financial management, information technology, quality control and treasury.

Boots has tried to create an environment in which the group centre becomes a shareholder in each business unit, with only a limited range of services. But it is a demanding shareholder," says Sir James.

The centre is also responsible for new business development and restructuring, as well as exploiting synergies, or so-called "key affiliation benefits". These include the transfer of retail skills between husinesses, development of the Boots brand, vertical integration, and the sharing of information.

Sir James sums up the changes: "What used to happen at board meetings was that directors would spend a great deal of time talking about numbers. Now all the discus-

sion is about strategy." The goal of that strategy, as with any public company, is maximising shareholder value. Boots defines this specifically as "maximising the long-term cashflow of each business

According to Sir James, the concentration on free cashflow reflects a growing shift by institutional investors from looking at earnings per share. "There is a much stronger correlation between cashflow per share and market value than between earnings per share growth and market value," he suggests.

The new structure at Boots also makes it easier for insiders and outsiders to assess the contribution of different parts of the business.

While the future of the prescription pharmaceuticals arm is under review following the withdrawal of the Manoplax heart drug last year. Boots Healthcare International, the over-the-counter drugs arm, and Boots Contract Manufacturing which manufactures products for the other two as well as health and beauty products, are emerging as es with great potential.

"Historically, for 25 years, we had been seen as a cost," says John Watson, managing director of BCM. 'Now we are seen as a profit." BCM's operating profits rose by

nearly a quarter last year to £16.2m.

and as a standalone business it is the third-biggesst manufacturer of its type in Europe. Eighty per cent of its output goes to other Boots companies, 60 per cent to Boots the Chemists alone. It already makes own-label products for several of the UK's large grocery retailers, and is keen to expand its third-party

Boots Healthcare International, whose brands include such well-known products as Optrex, Nurofen and Strepsils, has also been earmarked for expansion. BHI will concentrate on developing four product groups - cough and cold remedies, pain relief, eye care and skin care - and plans acquisitions in France, Italy and Germany.

The dominant business unit, however, remains Boots the Chemists. responsible for 60 per cent of group operating profits. Its recent results a 13 per cent profit rise to £322m suggest it is weathering the everyday-low-pricing strategy operated by Superdrug, which is owned by the rival Kingfisher group. The resilience of BTC stems

partly from changes wrought by

In 1986 BTC was in danger of losing its identity and focus, with larger stores carrying everything from toothpaste to televisions. A wide variation in store sizes also made functions such as inventory management difficult.

Hourston's solution was to split the business in half, with stores larger than 600 sq m operating sepa-rately. He also divided the central buying and marketing department into business centres responsible for particular product areas.

Under Hourston, Boots the Chemists became a pioneer of retail systems and one of the biggest users of electronic point-of-sale technology in Europe.

These moves helped BTC reduce stockholding and operating costs. They also increased flexibility. allowing it to respond almost instantly to price initiatives by competitors, simply by reprogramming its computer, rather than having sales assistants alter prices by hand. Till sales information allows BTC to determine the profit contribution of all products and stop or reduce unprofitable lines - one

famous example being pet food. Mistakes were made - Boots sometimes overlooked the fact that an unprofitable product might nevertheless be attracting shoppers to the store. But the final result was a more focused range, with the positioning and shelf space of each product in each store controlled by a computer system called Space-

Another important strategy has been the development of the Boots brand. Own-label products are important as they cost retailers less than proprietary brands, and so carry a bigger profit margin or the

Own-label products now account for per cent of BTC's sales - onethird of them made by Boots Con-tract Manufacturing.

George Charters, director of merchandise and marketing, divides own-label into three categories: Basic products, such as sham-poo, which compete with rivals' own-label products.

 Brand competitors, such as the shampoo-and-conditioner Duo, designed to compete with proprietary brands, but at prices 5 to 10 per cent cheaper.

 Value-added products, such as the global and natural collections, which compete with rival retailer Body Shop.

Charters says the third area, which has the highest margin, is the fastest growing. That means operating margins, which have more than doubled from 5 per cent in 1985 to 11.5 per cent last year, should still have room for growth. There is also scope for physical growth. BTC has identified 240 potential sites for more small stores, and it has a pilot programme

of opening shops within superstores operated by J Sainsbury, the UK's iggest grocery retailer.
The hope now is that Boots the Chemists' retailing skills can be ssed to the group's less successful retail chains - Halfords, Children's

World, Fads, and Do It All. A longer-term aspiration is that countries such as France, perhans under pressure from the European Commission, might relax restrictions on companies holding multiple pharmacy licences, allowing Boots the Chemists to take its busi-

Pictured above: Sir James Blyth (left) and Gordon Hourston

and Telus Corporation both chosen

pictures of rowers for their annual

reports? Why does Scor, the French reinsurance company, have a

child's drawing of tents and ele-



DESERT ISLAND MANAGER

Julia Cleverdon

The 44 year old chief executive of ss in the Community, the charity, which under the presidency of the Prince of Wales seeks to involve companies more closely in the community, would not enly a lonely sojeant on a desert island Renowned for her organisational skills and strong sease of primose, abit has too much to do to sunbabbe on a beach

How would you keep yourself "If would be a very great strain. H would be a very great attain.
I would grobably turn to
gardening setting stagetables
into straight rows. I would need
to have some feeling of
achievement - I could not go to
hed and sleep well after a day
test lounging on the beach.

How would you cope with. ioneliness?
Twould say my prayers and reflect on my family and comfust myself with a marvellous range. nories about them and my

What additional item would you need for your heathside office beside a fact and a proplant?

I can have a fax and a interphone? Well, that changes things I would lay and be in touch with people with any on the interphone with home course with home course. ntrepreneurs who have com through our Community
Enterprise awards, asking them
how they were making a
uitherace to their local
communities. An additional item
you say? I would have a
distailment to try our my
speches because I memory

eer have time to plan them.

If you could take one person who would that het "My instand, John Garnett. The, other person I would like to take would be my grandiather, James Windsor Lewis, a vicar of Aberdare in South Weles in the 1930s. I never met him ber ny not least in the way we arrange our finances. He was a great taker up of couses. I would love to talk to him."

years of all the family and my children. Charity and Victoria

Four Weddings and a Fineral. I roared with laughter, after having had a former marriage

One book? "Trollope, Anthony rather than Jognna. Can I take the whole of his Barchester Chronicles. I addre-the politics and the factions. They mirror the world that Business in the Community has to tread through. Life does not

Staring Mozart operas I think I listen to one a week on my.

How would you like to be remembered if you were anable to get off the island?

"As somebody who tried to invest in people. One of the most important leadership roles is to grow people, it is very much like gardening. You lend them and apply fertiliser. But sometimes you have to prome to make them

Cooking up deals in a motorway café

ext time you find yourself having a cup of coffee and a stale Danish pastry in a motorway service station, look around you. What are those men with briefcases doing at the next table? Are they travelling salesmen comparing double glazing brochures? Or are they tycoons stitch-

ing together a secret deal?
Forget the Savoy Grill: big business these days is done in motorway cafes. This information comes to me from a senior partner at one of the biggest accountancy firms, who spends half his life travelling from a Welcome Break on the M25 to a Happy Eater off the MI.

If you want to be discreet, smart restaurants are out, as are the offices of the other party and their advisers. To meet in any of these places would be tantamount to issuing a press release. The service station is the ideal solution: handy yet anonymous. Everyone else is too intent on bolting their snack and getting back on the road to wonder what fellow travellers are up to.

Alternatively, you could meet in the middle of a field where the likelihood of running into journalists or business acquaintances is even lower. But you might look conspicuous there, and you couldn't get a cup of coffee - not even a bad one.

We all know about downsizing, rightsizing, rationalising and other euphemisms for firing people. Yet until last week I had not come across "involuntary separation". Nor had the 1,200 Du Pont employees who on Thursday were bounced into this process by their employer.

There is no acceptable way of telling people that they have been sacked, but companies nevertheless continue to search for the perfect, painless phrase. According to con-sultancy Drake Deam Morin, there are more than 50 cliches in common use among managers giving their workers the chop.

They talk of "careers that have plateaued", of "decruitment", "dese-lection" and "displacement". They



speak of "exiting the organisation", of the "opportunity to look elsewhere", of "releasing people", of "retrenchment", of employees being "surplus to requirements". They say: "your future lies elsewhere" or "we are re-engineering".

The aim is to place the moral responsibility somewhere other than on the employer. Du Pont's "involuntary separation" is particu-larly blatant, and well it might be. The company has its motto - Part of Our Lives - to live up to.

I had a leisurely time last week. having picked up the extra second



Bureau of the International Earth Rotation Service. Now that I have acquired the taste for additional time. I long for a whole extra hour which would bring Britain into line with the rest of Europe. It is bad enough trying to get hold of anyone in this country during the business day - they are perma-nently in a meeting, out at lunch, or travelling from one motorway ser-

But pinning down anyone on the Continent is more or less impossible. There are only four hours between 9 and 11 in the morning and 2 and 4 in the afternoon - when

vice station to another.

there is any point in even trying. The rest of the time either side is at lunch or in transit somewhere.

Technology buffs would have you believe that in the age of the virtual company people can be reached 24 hours a day, so time zones don't matter. As someone who has just bought an answering machine. I have found out this is nonsense. The beauty of technology is that when properly used it makes you less, rather than more, available.

On my interminable journey into work on Wednesday I read the Financial Times Annual Report Service, trying to guess what business each company was in from the pictures on their annual reports.

I could just see the link between autumn leaves and the French funeral service company, OGF/PFG. But what has the smiling black man in a jungle wearing a sheet over his shoulder got to do with Norsk Hydro, the Norwegian oil and metals group? Why have Crédit Suisse

phants on the cover, or Sema, the information technology company, have a botanical drawing of a bud? If you strain, you can make the connection between rowing and team work, or buds and growth. But why should investors have to strain? When it comes to annual reports we are not talking about

metaphors, but about hard facts. My favourite reports have a clear picture of the product on the cover, or failing that, the company's name and the date. This information should also be down the spine, and the format should not change from year to year. You would have thought this was too obvious to be worth saying. But ICI has chosen a different style every year for the last five, each worse than the last. Last year it just said "annual report" on the spine. This year, nothing at all.

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sorry that Nigel Mansell left

the French Grand Prix with

only two thirds of it com-

something unseemly in the atmo-

sphere permeating in the build up

I know there is no reason why

Nigel Manseli should not have

taken a day out from indycar rac-

ing, in order to drive the Williams-

Renault car. Nobody can blame the

team for wanting to borrow so good

a driver, or for Mansell for wanting

to make such a well choreographed

appearance, or the motor racing

fans for wanting one of their famil-

iar heroes to return to their sport's

But did nobody feel just a little

uneasy with the whole episode?

Those lovers of the sport who were

following events with such fascina-

tion - were they the same people

who, nine weeks earlier, had

mourned so assiduously the man

whose place Mansell was now fill-

Of course the Williams team

could not let the loss of Ayrton Senna bring its season to an end. It

had a business to run, one which

deals, however reluctantly, in death. By giving Senna's place to

Damon Hill and bringing in a young

unknown, David Coulthard, to drive

the number two car, Williams han-

dled the tragedy in the most decent

name to the team was very strong

(stronger according to press reports,

for Renault than for Williams); and

I shall hate to sound as if I believe

myself to have finer feelings than

those who orchestrated so popular a

But yesterday's Grand Prix produced the sense that Senna's death,

had, however obscurely, led to an

event which was a cause for cele-

bration. Necessity decreed that the

empty place on the Williams team

must be filled. Yet should it have

been filled with so much publicity,

so great an eagerness to forget

motor racing's terrible recent past?

Expats beware

If you are a UK expatriate, you are

society after completing a form to declare your non-resident status.

tax-exempt, since most UK sources

extra-statutory concession Bl3 but

Donald Elkin, director of Wilfred

Sussex, points out that any interest vou receive during "broken" year:

of departure from and arrival in

Moreover, in intervening years of

non-residence, allowances will be

The interest can only be excluded

entitled to receive gross interest from your UK bank and building

But the ability to receive gross

income does not mean it is

from liability to tax under

this involves considerable

T Fry Ltd, of Worthing, West

the UK, will be fully taxable.

set off against the gross paid

AT THE BAR

of income are taxable.

Perhaps it is hypocritical to say

Yet the temptation to lure a pig

to yesterday's race.

depleted stage.

way possible.

manoeuvre.

FINANCE

pleted. But there was, to me,

One has wanted him back.

Why? One cannot help wonder

ing. Even though Mansell's perfor-

mance itself was a non-event, the

build up to the French Grand Prix

created an image of a conquering

hero returning to his people. This image would certainly be re-created

if Mansell decided to make appear-

ances at subsequent races. Hype. of

course, has helped: But it is not all

hype. Formula One wanted Mansell

back because it thought that he

could help to salvage an almost

ruined season. Strange as it may

seem, this resolutely umprepossess-

ing man is popular enough to do it.

I have never heard anyone say a

good word for Nigel Mansell; and

yet people seem to like him. They

criticise him for his demeanour,

while, at the same time, almost

admiring his refusal to be charm-

Downside of the hero's return

SPORT: LAURA THOMPSON

Yet there was a genuine sense of

being under-appreciated, which was

proved to have some foundation

when Mansell was virtually first to

make way for Alain Prost on the

he had just won the world champi-

has never come out - finally com-pelled Mansell to do what he had

threatened to do several times

before: retire from Formula One.

Nobody believed that he would do

it, thinking instead that this was

another one of his uncharismatic

shows of temperament. But he left,

and he made a success in Indycar

from which it is easy to escape

worth taking tax advice before

Most UK banks and many

building societies have offshore

branches in the Channel Islands or the Isle of Man. But remember

for banks and building societies

does not operate outside mainland

Britain, so it is important to stick

Of the three main offshore

a comparable scheme, which

first £20,000. If you are with a

building society, the Buildin

Societies Act requires all the

liabilities of a subsidiary to be

guaranteed by the UK parent.

Scheherazade Daneshkhu

Award winning

When Fredy Girardet won three

rosettes last November in Michelin's first guide to Swiss

restaurants, he reacted simply,

"Well, we will just have to work

Certainly, the 57-year-old master

of cuisine spontanée shows no signs

surprises and still inspires younger

through his student Kiyomi Mikuni, whose Hôtel de Mikuni became a favourite occasional retreat from

of fatigue. Slim and fit - he cycles

regularly in the nearby Jura mountains – he produces wonderful

cheis throughout the world. I first became aware of Girardet

Stepping into the master's

austere abstract/landscape

Mafli on the walls. Nothing

distracts from the cuisine.

corrected gently.

booked.

paintings by Girardet's friend Yves

"I see the echoes." I said clumsily

to Girardet as he made his first

of two cruises through the dining

room. "Mikuni is echoing me," he

We will not soon forget his fole

gras with grapes jellied in Madiera

Girardet, 1, rue d'Yverdon, 1023 Crissier, Switzerland. Tel (41-21)

at SFr165 or SFr180. No credit cards.

634-0505. A la carte or set menus

Closed Sundays, Mondays, three

weeks from the last Saturday in

Ian Rodger in Zurich

July, three weeks from Christmas

Eating out

spontaneity

islands, only the Isle of Man has

protects up to 75 per cent of the

to reputable depositors.

the UK's Deposit Protection Scheme

doing so.

simply by transferring your account outside the UK. But it is always

This incident - the truth of which

Williams team, despite the fact that

that it should not. But the tone in

which the race was previewed felt

strange to me; and doubly strange

for the fact that all this excitement

had been disseminated by Nigel

Formula One, who, apart from his

army of flag-waving fans, would have believed that he could ever

have commanded such a reaction?

Who, apart from those same fans,

would have thought that this grace-

less figure would, one day, be

regarded as the natural replacement

By leaving Formula One, Mansell

finally achieved what he had never

been able to do when he was part of

it: he made it want him. When he

was on the Grand Prix circuit, he

maintained an air of being hard

done by which was hugely irritating

interest you thought was exempt.

If the interest is your only UK income, these will not be a problem.

But if you have other sources, such

property, Elkin says you stand to

Suppose, for example, that while

gross paid building society interest of £3,000. You might well have

assumed you would have no tax

liability, the £3,000 interest being

personal allowance. In fact, that

against the interest, leaving only

£445 to reduce the liability on the

have to pay tax on £2,955 (£3,400

minus £445) which at 25 per cent

Fortunately, this is a problem

equals £738.75."

letting profit. You would, therefore.

fully covered by your £3,445

allowance will be set off first

exempt and the £3,400 letting profit

profits of £3,400 per annum and

non-resident you receive UK letting

as a pension or are renting out

suffer an unnecessary loss:

Rolling

for the aristocratic Senna?

When Mansell was a fixture in

SCHOOLS

Trading places Several recession-hit independent schools will close for good at the

end of this school year. Parents

caught up in a closure will face

a dilemma over choosing a new

of other schools offering places.

Felixstowe College already know

the phenomenon. A strong hint

the school might be considering

closure came about a month before

it was formally announced, when

they received a letter from another

local private school, Amberfield,

suggesting they might want to

stronger position than many

schools when they close. As a

which also includes Stowe and

able to steer parents in the

direction of other schools.

However, Felixstowe was in a

member of Allied Schools, a group

Harrogate Ladies' College, it was

Rather more anger was generated

at the Waterside School in Bishops

Stortford, where the staff were

dismissed by the receiver two

weeks ago after the school had

find the school had gone

overnight".

become insolvent. One group of

parents distributed a press release claiming children had woken "to

Amanda Robertson of Coopers

& Lybrand, the receiver, said she

it "blindingly obvious" to parents

of June that the school had a "zero per cent chance" of surviving

at a meeting in the second week

beyond the following Tuesday.

Invigilators were found for those

pupils who had not finished their

GCSE exams, and school meals

stayed available until the end of

without pain for the pupils. The

only way for parents to avoid this

is to ask some searching questions

about the accounts before enrolling

children at a new school. According

to Robertson: "Waterside's accounts

showed fat losses each year and were publicly available."

John Authers

But it is difficult to close a school

was "deeply angered" by this reaction. She said she had made

move their girls there.

Those with daughters at

school, for there will be no shortage

Carrier States

DESERT STAN

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The ice

men cometh If you haven't heard of ice beer you will. It's no good muttering "fad" and ordering something else. Putting ice cubes in your pint won't do either. Ice beer is brewed like that - it's served sans glace.

And if the North American consumer is anything to go by, it tastes just great. A year after its launch, ice beer has 12 per cent of the Canadian market: 2 per cent in the US. But it isn't cheap - I paid £4.90p (\$7.50) for two bottles at a central London pub.

Labatt's goutes £1.50-£1.80 as a pub price range. Molson £1.90-£2.00 and Foster's £4.79 for a four pack from the off licence. All are aiming for the trendy premium packaged lager market. Bottling is fashionable and the buzz word is

Of course ice beer is a sophisticated product and the result of various brewing proceesses too complicated to worry about suffice to say they all involve super-chilling or freezing to produce ice crystals. All should be served cold: Labatt's recommends 42F.

When you and I get the stuff. the crystals have gone. Taking the

What's left after you take the ice out of Labatt Ice Beer, Molson Ice, and Foster's Ice is a premium lager which is one of two things. If you're the brewer its smooth, clean, clear, crisp, and strong at between 5 and 5.6 per cent alcohol by volume. If you're the consumer the word bland may creep into your over-heated brain: the memory of drinking defrosted beer from the fridge lingers around the taste buds. My own judgment is that the

lack of after-taste does make ice beer very smooth. It's an odd sensation, the tingling clean taste nothing happens. The alcohol content provides taste. It is refreshing, and different, and on a blazing summer day the word

If the market takes off expect further competition in the UK.

ice out can flush out proteins and compounds and 'improve' the taste and freshness and/or strengthen the beer. Very little is new in brewing - the Canadian's used to leave cider out in buckets to freeze, and after removing the ice, would

on the tongue just fades away. Then ICE on the label is going to empty

Japanese fare while posted in Tokvo. discreet restaurant on a quiet street in Crissier just north of Lausanne a few nights ago, the connection was immediately clear. The dining room itself is plain, with only a dozen well spaced tables and a few

BEEF

fall around for weeks on the resulting concentrate.

or the half cooked wild salmon with rough sea salt kernels sprinkled on top or even the astonishing variety of homemade breads. The lime and raspberry soufflé alone would be worth a detour. Because the restaurant is so small, it is best to book well in advance for Girardet. I rang in early April for a mid-June evening and found Thursdays, Fridays and Saturdays were already fully

a few shelves.

HEALTH

no moderno.

Sun downers

The sun may be the best tonic for blues on the job. But it can also cause long-term damage to those who worship it too much, in the form of premature ageing and skin

"Prevention is always better than cure." says Dr Mike McKiernan. director of health, safety and environment at Lucas Industries in Birmingham. Dr McKiernan. who learned of the severe damage sun can do while working in Australia, believes a current health promotion campaign from Down Under, which advises sunbathers to "slip, slop, slap" (slip on a l' shirt. Slod on some sun crean and slap on a hat) is the best

want to play outside when the winter gloom lifts. Using a protective sun cream with a high sun protection factor (SPF) is vital. For those with light skins, Dr John Hawk, consultant dermatologist for sun related skin diseases at the St John's Institute, recommends creams with an SPF factor of 15 to 20. People with darker skins may opt for weaker

pre-emptive measure for those who

protection, though a high SPf can never hurt. Summer frolickers may choose between sun blocks based on chemical or physical protection. Those with chemical components absorb the sum's dangerous pitraviolet rays, while physical blocks contain a reflective barrier. For cosmetic reasons, most people



creams, because those with reflective blocks tend to leave an opaque sheen on the skin. But for those with sensitive skin, chemically based creams may cause

uncomfortable rashes In the early days of summer, improtected sun exposure should he limited to no more than half hour stretches, especially during the peak hours of sunlight, around noon to 2 pm in the UK. If holidaying in hotter areas like the Mediterranean, Dr McKiernan advises: "Add an extra hour on either side. Take that siesta from

Even one bad burn could lead to serious problems later in life. "The skin never forgets," says Dr McKiernan. If warts, moles or other such lesions do appear on the body, or

if existing ones change shape,

colour or start to itch, seek medical

advice immediately.

llam to 3pm."

ing, or aspire towards the more gra-

cious life that celebrity status can

bring, or be anything other than a

richer version of the man he has

It may be that, in some uncon-

scious way, people connect these

traits with Mansell's refusal to give

up on a race. Ayrton Senna was

equally obdurate but his determina-

tion had an other worldly quality,

which alienated people because they could not understand it. Man-

sell's is absolutely of this world;

gritty, grubby, gutsy. It is the deter-

mination of the nobody who will

not be done down by the some-

People see themselves - or part of

themselves - in this. And they

responded when Mansell made his

comeback. They know that he

doesn't need the money and that

\$1m is far too much for a few days

always been.

Going for brokers

The Bucks Stop Here by Jim Parton. Published by Simon & Chuster. paperback, £5.99. 252pp

READING MATTER

"I couldn't see the point of suffering in the City of London if the sums I earned were only mildly revolting as opposed to completely obscene. It's the kind of opening that hints at plenty of juice to come; Parton

delivers on the promise. There's always the fear with this kind of book - self-confessed honeless stockhroker hares soul and nuts boot into former employers - that embarrassment or failure to amuse lurk over the verv next nage. Relax. Parton avoids those sins. He has written a very funny book, required reading

for all the forlorn City saps who are still playing the game. Parton kicks off with him married to a Japanese television workaholic, five years into a City broking life. employed by UBS Phillips and Drew. His facility with the Japanese language plus a modicum of

chutzpah has persuaded successive

ignorant City firms that he will one day land them a tidal wave of Japanese cash, as eager Tokyo investors suddenly discover European equities.

of unsuccessful work. But they

sensed that he wanted to prove a

point; that he wanted Formula One

to want him. They know that he

will want to go on proving points

all his life, whatever the cost might

The exotic, mysterious Ayrton

Senna had little in common with

the dour, unglamorous Nigel Man-

sell. But Senna, too, dared all what-

ever the cost, and for this reason it

is not, after all, so inappropriate

that Mansell should have been driv-

Perhaps Senna would have seen

the fitness of it, behind all the mis-

placed celebrations. To me he was

the dominant figure at the French

Grand Prix, his sombre brown stare

gazing at the events he had set in motion; And Michael Schumacher,

the smiling young man that neither

ing in his place yesterday.

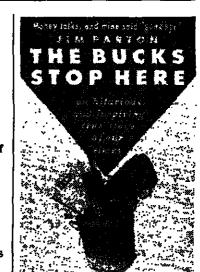
he nor Mansell could catch.

What goes up - Parton freely admits he was never good enough to go very far up - must come down. He nosedives into unemployment and, yes, does discover an alternate life, playing the piano, writing, enjoying himself

without loads of dosh. That might sound twee. But buckets of black humour, ready self-criticism, and side-swipes at City taboos - including this newspaper - suffocate sentimentality on sight. It's just too runny, even when things turn sombre; for instance, when Parton's

wife dumps him and walks off with their child. Everyone deservedly gets a going-over: broking firms; headhunters - Parton calls them all "Donald" since they are individually indistinguishable; even the 'colleague' who told Parton that he would not speak to him

I if he wore a checked shirt to the



office. So, for the price of an up-market City sandwich you can buy an afternoon's wonderful hilarity, far funnier and less pompous than Liar's Poker.

Gary Mead



treadmills, offer only half a workout, because they only work the muscles in the lower body. The NordicSport® Ski™ exerciset works all your major muscle groups - for a total-body workout. NordicSport burns more fat and calories than machines that work just your lower body - up to 1,100 calories per hour. That's not all. NordicSport tones your entire body to help build more lean muscle - your body's main calorie burner, Plus. only NordicSport Ski technology lets you enjoy a smooth, safe workout that's less jarring and won't strain your back, knees, feet or

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nordics port

Sunshine service American Airlines is to stop operating its daily service

gow and Chicago en a ound basis, writes James Buxton. The e, using a Boeing 767, will end on Nove

2 and resume in mid-Max next year for six months. an says tix although summer holiday traffic is good, the service has lost more than \$3.5m each winter, making it unprofitable overall.

The decision is seen as a blow to transatiantic air services from Scotland.

Russian travel Thomas Cook has opened what it says is the first business trave management centre in Russia.

Thomas Cook Rus, in

Moscow, provides travel planning, bookings and visas for companies doing business in Russia. It also plans to offer foreign exchange facilities. Mr Bill Kirkwood, sales and marketing director for Thomas Cook Travel Management in Europe, says that, while other travel groups have had a presence in Moscow for a number of years, they do not offer a comprehensive service

Thomas Cook Rus says its dients so far include (BM, Schlumberger, Deutsche Bank, Bosch and Mistubishi

Bucket shop hedge The UK's Civil Aviation luthority has published proposals to protect travellers who buy airline tickets in bucket shops, writes Michael Skapin Its proposals will require shops selling discounted luled flights to have

heir own Air Travel

nisers' Licences (Atol). The Atol system protects assengers from losing oney or being stranded abroad if their tour operator fails. Tour operators who sell ir-based trips are required by the CAA to lodge a bond - a financial guarantee provided by a bank or

Hotel alliances The hotel

Do cisturi

inclustry will follow airlines in forming altiances to

markets in which they are currently weak, according to Mr Michael Hirst, former chairman Mr Hirst told a recent

international hotel groups would find it difficult to expand in Astan markets by buying individual properties. Building new hotels would also be difficult. Developing a hotel from scratch required at least three years. Hotel groups would thus, he said, have to form alliances with strong regional companies.

conference in New York that

Flying office The days when airline trave

represented a break from the stresses of the office are over, according to immersat, the internation estellite organisation.

Already, 30 airlines have begun to install teleph on their aircraft, with son aiso offering ta machines. By the end of the ntury, lumarsat says, airline passengers will havail the facilities they now sencers will have save in their office

An hunarant global pag is being developed. So is some airlines can aireach use on-line no

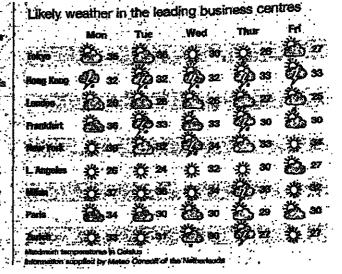
Expense account Karachi, Istanbut and Caracas are the least expensive cities for executives, according to Business Traveller madazine:

Tokyo and Moscow are the most expensive, while London 3th on the list of the dea destinations and Dublin 37th. The figures are based on what it costs for a single room in a four-ster hotel with continental breakfast: It also

axis and other incidental cos The daily costs in Tokyo are about 2319, in London they are ust over £200, while the Dublin figure is about £155.

takes into account soft drinks

Those looking for a cheap stay could try Caracas (284 a day), Karachi (280), or Istanbul (286).



Time travel to a

flexible clock

Michael Skapinker divulges

how he avoids jet lag

Robert Graham gives an aficionado's guide to Naples, scene of this week's G7 summit

he Bourbons used to make their regal entry into Naples by sea. So did Admiral Nelson in search of Lady Hamilton, It is. to this day, also the most convenient way to reach the heart

of Naples.
The heads of the G-7 countries will, however, arrive by air for their meeting this week. This is, ves, more in tune with the times, but air travel misses the sweep of the Bay of Naples with the volcanic cone of Vesuvius in the background.

Unfortunately, most people's impressions of Naples are coloured by negative experiences within minutes of setting foot at its airport or two railway stations. This is unfortunate because Naples is unquestionably the grandest, if not also the most maligned and most chaotic, of the great Mediterranean port cities. Naples and the Neapolitans deserve a second, even a third, chance.

The airport ordeal begins even before landing, as the aircraft navigates a perilous path between illegally built apartment blocks and the tops of ancient chemical plants that ring the runway. Then comes the wait for baggage which has a habit of losing itself. Be quick to report luggage that does not arrive: I was once allowed to search the holds of five packed aircraft and, eventually, located the lost piece

about to be dispatched to Bari. Luggage in hand, it is best to opt for a taxi. The cardinal rule about Naples taxis - who consider any passenger, especially one from out of town, fair

Grandeur and chaos

This is particularly adviseable for the journey to central Naples, which takes at least 45

Here is a fairly standard routine between passenger and driver. "Could you put on the

metre?" "I'm afraid it's not working." At this point you threaten to get out of the taxi.

If done with good humour. you will immediately be called Dotto (Doctor - a sign of respect) and then be treated to a display of Neopolitan driving something to be experienced. not described. But you may still be cheated with some spurious supplementary charge.

Naples offers two railway stations. Napoli Centrali is the main terminal. But Centrali suffers the inconveniences of being surrounded by a square with often grid-locked traffic and a high proportion of assorted eastern European alms-seekers and local importuners. It is often easier to go to Napoli Mergellina which is close to the sea front, less crowded and allows access to the main hotel area in less than 10 minutes

Inter-city trains only ever stop at one of these two stations. However, there is a useful underground link between them - the only part of the city's long-promised metro. Public transport is erratic and crowded, although in less



Castel Dell'Ovo's ancient hulk looks out over the Bay of Naples

has performed wonders. He has managed to reduce the appalling traffic jams of the past merely by making the traffic police work. A large number were found to have been clocking in, only to go home with the excuse that the traffic was than six months a new mayor so bad that their presence

summit is an additional incentive to spruce up the city and improve its workings. The city centre is usually

made no difference. The G-7

easier and more enjoyable to negotiate on foot. Going by bus can be an uncertain experience: it is not always easy to

as passengers are meant to, but board anyway because no one will bother to check.

The best of Naples hotels are on the corniche of Via Partenope, overlooking a small marina and the ancient hulk of the Castel Dell'Ovo, with the Bay and Capri in the distance. Prices are more or less the same, with the Vesuvio at the top of the range - over L350,000 (\$220) a night. The Santa Lucia is well-decorated with Neapolitan antiques and has beinful staff, while the Excelsior appeals to those attracted by faded grandeur. If you want to pay less, look for the smaller hotels in Chiaia.

has the advantage of being fairly self-con-tained. In front, there are a good 15 restaurants around the Castel Dell'Ovo marina, all serving good Neapolitan cuisine. If you come to Naples on

business, it is a shame not to see some of the sights. The priority must be the Museo Archeologico (one of the world's top museums, with the finest finds from Pompei). There is a surfeit of churches, Roman and Greek ruins at Pausilypon, palaces and art collections. The Capodimonte Museum, the most important art gallery, is currently closed

restoration. For those with time to go to Pompei it can be reached by train from Napoli Centrale. The journey, scheduled to last 45 minutes, in the manner of Nanles often takes longer

had resigned myself to watching US chat shows with presenters who burst into tears, when Lulu came to my rescue.

I became an ardent viewer of chat shows on my last visit to the US. They appeared on television in the early hours, and from 2.20am onwards I was wide awake in my hotel room. Back home in London, it was m, my usual waking time. The chat shows were compelling. In one, the host asked his

guest if she had had an mhappy childhood. She had. The host wept copiously, miraculously perking up in time for the commercial break. During the day, I paid for this indulgence. I battled to stav awake during interviews. felt hungry when I would have been eating in London, and had no appetite when I had to join people for meals in the US. There was, I thought, nothing that could be done about jet lag, until í read a book called Around the World in Eighty Ways, published by Wexas International, a club which organises travel for its members. The book is full of famous people's travel tips. Lulu, the pop star, gives this remedy for jet lag: do not eat

on the aircraft. Diana Rigg, the actress, offers the same advice: "While on board, eat as little as possible and drink as much as possible, preferably non-alcoholic. Sounds dull, but it works." I have tried this twice now,

on long trips in opposite directions. It is dull, but being in an aircraft is seldom thrilling. And it does work. On a day-time flight to the Caribbean, I did not avoid food

offered. I had no jet lag I followed the same routine

entirely, eating just enough to

keep hunger at bay. I drank every non-alcoholic drink I was

on a trip to Hong Kong, with the added challenge that this was an overnight flight. I arrived in Hong Kong in midmorning, having snatched a few hours sleep on the flight. I went straight to a welcome lunch and then on to two interviews, finishing in the early evening. I was slightly weary, but without the feeling that

my mind and stomach were operating to a different (1

This is not the only way to avoid jet lag. In the same book. the actress Maureen Lipman says she heard it was a good idea to put brown wrapping paper, cut to the shape of an inner sole, inside your socks.

She does not say whether she has tried it herself. Has anyone? Does it work? Answers on this or any other jet lag remedy to me on fax 071.873-4343.

CONFERENCES & EXHIBITIONS

JULY 6 SECOND CITY OF LONDON DERIVATIVES CONFERENCE

Bankers, regulators and users discuss supervision, capital adequacy, new product from a wide range of disciplines to examine developments and problems in the markets.

Trade, investment and services construction. Sponsored by CSFI, Tokai Bank Europe. Arthur Andersen, Freshfields and Lombard Risk Systems. David Mullins Keynotes. Tel: 0225 466744 Fax: 0225 442903 LONDON

JULY 7 REAPING THE BENEFITS OF TAX INCENTIVES FOR

INVESTORS A WORKSHOP FOR FAMILY BUSINESSES The Enterprise Investment Scheme

provides an exciting opportunity for companies to raise finance for development guidance on the eligability of your bu to benefit from the scheme and a checklist of steps to take. Contact Fria Ttoffali. Stoy Centre for Family Business LONDON

KAZAKHSTAN

CBL International Tax & Investment Centre Conference provides comprehensive programme, including Senior Ministers and company case studies, on current economi tax and legal framework to attract trade and Nuclear Electric.

Contact: Nicola Martin, CBI Conferences Tel: 071 379 7400 Fax: 071 497 3646

PART TIME WORKERS - FULL TIME PROBLEMS

This conference focuses on problems facing employers seeking to expand their part time workforce. It offers practical advice on and solutions for impleme part time workers strategy and for ximising the efficiency of a part time Further details from International

Professional Conference; Ltd. Tel: 071 233 7733 LONDON

JULY 13 PROFIT FROM WASTE MINIMISATION

savings achieved through environmental best practice using case studies from current projects - Aire & Calder and Mersey Basin. Contact: Sandra Aldred CBI Conferences. Tel: 071 379 7400 Fax: 071 497 3646

LONDON

JULY 14 **EC COMPETITION LAW**

This one day workshop will analyse the basic principles of Article 85 (anticompetitive agreements) and article 86 (abuse of market power) and intellectual property rights interspersed with practical workshop sessions on distribution of capital, asset valuation; quality agreements and patent licenses. Further details from Internationa Professional Conferences Ltd. Tel: 071 233 7733

LONDON

JULY 15 SAUDI ARABIA

CBI conference, in association with the Saudi British Bank, brings together experts Speakers include Douglas Hogg and Abdallah Dabbagh.

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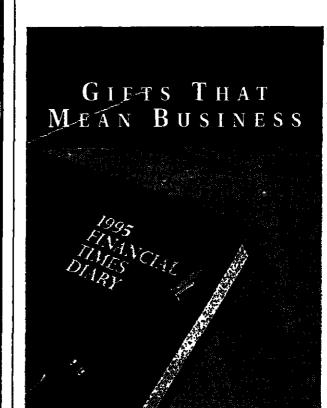
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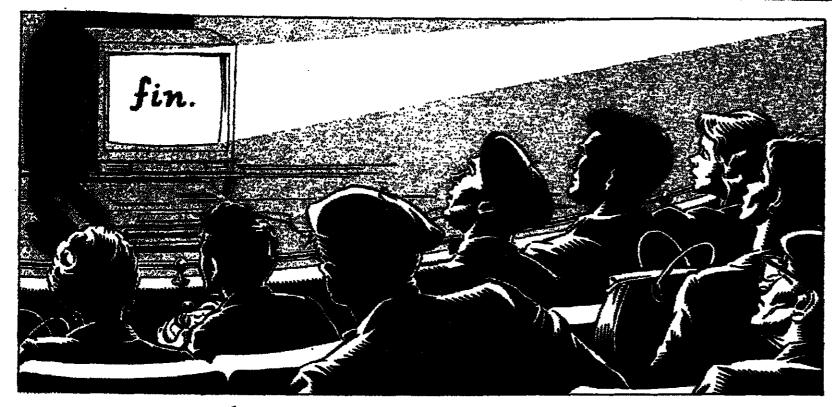
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BUSINES



The French connection

John Ridding looks at the country's growing multimedia businesses

link up to a new pay-per-view movie channel launched by France Télécom and its multiing group, is due to be launched this Autumn. The media partners. For FFr29 (£3.45), excluding the rental cost of the cable connection, tele-shopping channel is expec-ted to start services by the end of the year, and is due to be subscribers can save a trip to The pay-per-view movie followed by other products. channel is one of the services leaving the drawing board of such as a channel for betting on horse races and one for small advertisements.

France Télécom Multimedia. Set up in March, its aim is to The various projects reflect keep pace with the interna-France Télécom's strategy of tional multimedia industry, entering Multimedia through particularly in the US, and partnerships. The pay-per-view exploit what the state-owned movie company is a joint telecommunications company investment with Lyonnaise des sees as "a major growth mar-Baux, the construction and ket" for the group. With the liberalisation of Europe's telecommunications group which operates the cable television network in the Paris area. TF1, coms market scheduled for 1998, the development of multi-

THE WORLD'S

SUPERHIGHWAYS

the television channel, and

CLT, the Luxembourg broad-

casting group are also partners in the project. Negotiations are

currently under way to deter-

mine the allies in the tele-shop-

Further affield. France Télè-

com has taken an unspecified

equity stake in General Magic,

the California-based interna-tional multimedia group. Last

month the French state tele-

coms group announced it

would take a 15 per cent stake

in a Japanese multimedia

group, alongside 19 Japanese

companies, including Mitsubi-

considerations. "We are seek-

ing to develop higher-value

added services, so we need to

tie up with companies with

Financial considerations are

secondary consideration,

partly because of the relatively small scale of the investments

involved. The total outlay on

expertise in relevant areas."

The search for partners, says Eymery is driven by strategic

shi, Casio and Seiko.

native revenues for the world's third largest telecoms operator. The task of tapping this new source of income falls to Gérard Eymery, chairman of the new multimedia operation. "We have to find new products and services," he says, "It is not a problem of networks or terminals, but one of discovering what consumers want."

media is also a source of alter-

Parisian movie buffs have had a new

source of satisfaction By popping a card in their visiopass cable box, they can

As Rymery points out, interactive telecommunications services are nothing new to France Télécom or the French public. For the past ten years, millions of French fingers have been tapping away daily on the keyboards of Minitel teletext monitors, searching for information on everything from job opportunities to dating partners, paying bills and booking

There are now more than 23,000 different services," says Jean-Paul Maury, director of the Minitel project when it was launched in 1979. After its first decade of service, and with 6.5m Minitel terminals now installed, he says the Minitel is making a return on investment. But if it has come of age, the next generation of multi-media activities is still in its infancy. "We are at the testing stage," says Eymery, referring

to his new projects.

Next to be tested, following the launch of the pay-per-view movie service, are a video game channel and a home shopping channel. The games channel, to be developed in conjunction with Matra-Hachthe pay-per-view service has been about FFr60m. The home shopping channel is expected to require a total of between FFr80m and FFr90m.

But what of the returns? Eymery accepts that progress will be gradual. "All new media services take a long time to establish themselves," he says. "That has always been the case, ever since the introduction of the television." Maury concurs. Even in the US, he says, expectations have exceeded reality in predicting the impact of multimedia. In France, an additional con-

straint is presented by the low rate of cable subscription. The government's ambitious "Plan Cable" launched in the early 1980s, cleared the way for the construction of a state-of-theart cable network. But the high costs of construction, partly passed on to consumers, and the controversial decision in the second half of the decade to grant licences to new terrestrial and satellite broadcasters has resulted in a disappointing level of penetration.

There are currently about 5.5m households linked to the cable network, but just 1.4m subscribers. This is one of the lowest rates of penetration in Europe, and compares with 15m subscribers in neighbouring Germany. "France has made just about every mistake in cable that it was possible to make," says Eymery. He believes the creation of new television channels has been largely to blame for the cable industry's problems.

espite such obsta-

cles. however. France Télécom says that pay-perview has had an encouraging start. Subscribers are watching an average of 1.7 films per month, more than in the US, for similar services, although the novelty factor may be a consideration. Within five to ten years, claims Eymery, annual revenues from pay-perview could reach between FFr300m and FFr400m. Turnover from all of France Télé-com's multimedia activities could climb to between FFr5bn and FFr10bn by early next century, he believes. Annual revenues from Minitel are already approaching FFr7bn, derived from almost 90m hours of connections by subscribers per year. But will the traditional videotext service be threatened by new is due by the end of July. products from France Télé-

com's multimedia subsidiary? Both Maury and Eymery believe not. At least not yet. "We will provide an extension to Minitel services," says Eym-ery, who argues that the limi-tations on image quality on Minitel and the different services being provided by the multimedia division will lead to complementarity rather 820,000km. than competition.

Maury believes there is still

a solid foundation for Minitel

"If you just need a telephone

number then you don't need

multimedia," he says, referring

to the system's core directory

service, still the single largest

source of demand from Minitel

He believes growth will be

maintained through the addi-

tion of more sophisticated ser-

vices and through higher quality sound and images,

particularly through connec-

tions via personal computers.

France Télécom is due to

launch the high-speed Teletel

Vitesse Rapide which, it says

will permit faster connections

and improved image quality

for Minitel users. A minitel ter-

minal with a smart card reader

is also due to be launched,

allowing remote payment from

In the longer term, however,

with the promise of informa-

tion superhighways, both mini-

tel and the existing cable net

work may run into technical

constraints. "Down the road,

business and private consum-

ers may want faster systems

with higher quality images,

says one telecommunications

analyst in Paris. "This would

require the creation of a fibre

optic network linking households and companies," he adds.

The creation of a nationwide

fibre optic network, linking

households, is currently a topic

of hot debate in France. Anx-

ious not to be left behind by

home using bank cards.

Within the next few months

For the moment, however

being extended to households. And many are sceptical about the costs and returns that such an extension would generate. "It would take an investment of maybe FFr200hn to link French households through fibre optic cables," says Eymery, who argues the investment would not generate adequate returns in the near future. Besides, he already has enough on his drawing board.

Japan, the government has commissioned a report into so-called "autoroutes d'information" or information superhighways. The report, by Gérard Théry, former managing director of France Télécom,

rance Télécom is already expanding its network of fibre optic cables. Charles Rozmaryn, managing director of the company, says the target is to install 2m km of optical fibres in the national network by the year 2000, compared with a current figure of

the fibre optic network is not Premious articles this series: Italy (May 30), Japan (June 13),

Ross: BP experience

Telecoms look for

an outside edge

Amid the hype about multimedia and

service providers.

superhighways, one quiet but genuine revolution stands out in the telecommunications industry – the gradual transformation of the large national telecoms operators from utility-minded monopolies to market-minded

The revolution is everywhere

incomplete; in some cases it

Telecommunications, one of Europe's more go-ahead operators.
What are the tell-tale signs?

Flashy logos, more and better marketing and advertising.

ambitious joint ventures at home and abroad. But a less

obvious, and perhaps more fundamental, change is the

senior management of the

It is not just a change of

personnel: the *tupe* is changing

too. Out goes the engineer and

financial services or consumer goods executive, hired to turn

lecoms into a brand and to

Last month's FT conference

fire a large proportion of the existing staff, not excepting

telecommunications highlighted the trend. The

heads of six large telecoms

programme. Only one was a

career telecoms engineer, the

other five were outsiders who

ioined their companies within

Bessel Kok, chief executive

executive of Swift, a dedicated

appointment in 1992. His main

financial data processaing

Belgium's politicians to get

his state monopoly into the

Wim Dik, chief executive

Dutch posts and telecoms

of KPN, the recently privatised

companies were on the

the last six years.

of Belgacom, was chief

operator, prior to his

occupation is bullying

the senior engineers.

on European

large telecoms companies.

career posts and telecoms

bureaucrat; in comes the

wholesale replacement of the

has barely started. "We discovered marketing last year, and can't get over the excitement," quips a senior executive of British





Harris: union of old and new

1988 from Unilever. He boasts of not having spent a day in the public sector prior to KPN, and still serves on the board of ABN Amro, the Dutch bank. Michael Hepher, BT's managing director, trained as an actuary, and was

moving to BT in 1991. Cándido Velázquez-Gaztelu Ruiz, chairman of Telefonica, the private sector Spanish monopoly, was director general of Tabacanarias, the Spanish tobacco group, until 1989.

managing director of Abbey

Life, the UK group, before

The fifth speaker, Mike Harris, chief executive of the UK's Mercury, is a union of old and new. He came to Mercury two years ago, fresh from masterminding the launch of the UK's first elephone bank, First

Cable & Wireless, Mercury's parent company, is the model revolutionary, having dispatched its entire ancien régime. Its chairman, Lord Young, is a former politician and construction tycoon. James Ross, chief executive was until two years ago managing director of British



Hepher: trained as actuary



Young: politics and building

chief executive of Hongkong Telecom, C&W's largest business, was recruited last year from Cathay Pacific, the Hong Kong airline.

Oil, construction, airlines banking - C&W has everything but telecoms experience among its senior management. For advice on the widgets, the management board relies on Sydney O'Hara. Even he is a new arrival from BT, where he was deputy director of the company's

research labs. The sixth executive at the conference was, perhaps, the exception which proves the rule. Charles Rozmaryn, chief executive of France Telecom. is every inch the telecoms careerist: a graduate of the Ecole Supérieure des Télécommunications, who held a succession of posts in the Direction Générale des

his current post. Yet France Telecom defies all the maxims about state control equalling inefficiency and a dynamism deficit. What next, if it becomes Europe's only telecoms operator run by people who know what they are talking about?

Télécommunications before

Games Blockbuster plays

Industries Correspondent

In the mid-1980s, two friends working in a garage could produce a perfectly acceptable video game. Today, says Robert Devereux, chairman of Virgin Communications, teams of 12 to 20 people have to work on games for up to Devereux says: "We very

rarely develop anything for less than a seven figure sum. We've got \$40m of product in development at the moment. You can make half a dozen mid-priced movies for that." Devereux's company is developing a basketball video

game called Hoops. It will have 19,000 frames of animation. The data storage systems required for these games are increasingly complex and expensive, he says.

The escalating cost of making video games is one of the reasons why Devereux announcement that Blockbuster Entertainment of the US is to increase its stake in Virgin Interactive Entertainment (VIE), Virgin's video software subsidiary, from 20 per cent to 75 per cent.

VIE develops games and entertainment software compatible with Sega and Nintendo hardware systems. It also devises games for personal computer and compact disc read-only memory (CD-Rom) systems. It will shortly release games



Robert Devereux: games business about to enter difficult period

based on the Walt Disney film of the Jungle Book and the animated feature movie the

Lion King.
Blockbuster, which is the world's biggest video rental company, is to sell its entire VIE stake to Spelling Entertainment, the Hollywood film production company in which it has a majority stake.

Devereux says Blockbuster admits it knows little about the development of video games software. That is why which is more familiar with entertainment production.

VIE will be owned by Spelling,

The London-based Devereux, who is also in charge of Virgin's television, radio and book publishing activities, will

remain chief executive of VIE Steven Berrard, Blockbuster's president, will become chairman of VIE.

The advantages of the link with Blockbuster, Devereux says, are the marketing muscle it will give VIE and the size of the US company's distribution network: 4,250 shops worldwide.

Another reason why Devereux says he is ple to be linking up with Blockbuster is that the video games business is about to enter a difficult period.

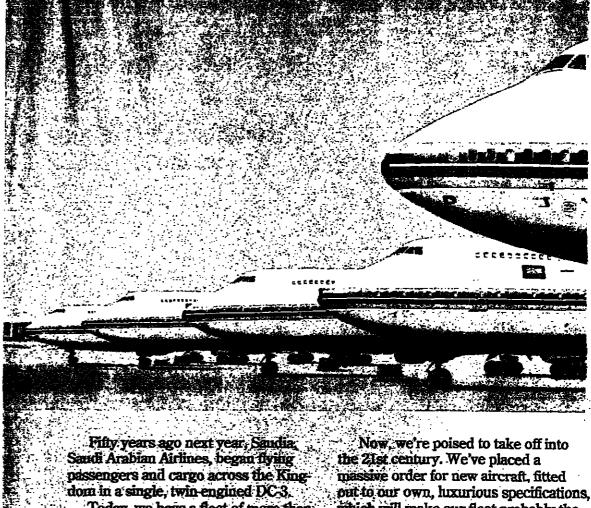
The first problem is that players are becoming bored with the range of games on offer, he says. The second is that the machines on which the games are played are going to change in ways that will confuse the consumer.

The industry is moving from cartridge-based games to CD-Rom. Devereux believes this Christmas will be the last to see substantial sales of the current generation of 16-bit cartridge-based machines.

Not all of the large games companies, however, will move on to CD-Rom machines. Sega and Sony will, but Nintendo is bringing out a 64-bit cartridge based machine. Another growing development Devereux believes, will be CD-Rom games for personal computers.

The fragmentation will make games players reluctant to buy machines until they know which system is likely to survive, he says.

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The chef, the hotelier - and their profits

Nicholas Lander talks to French chef Ioël Robuchon about his new venture

Joël Robuchon is the most highly esteemed chef in France. His talent has taken him to the heights of his trade, in a country which believes it has taught the world how to cook.

Among fellow chefs he is respected for his integrity and professionalism. Those who have eaten his food recognise his ability to extract the finest flavours, not only from ingredients such as lobster, caviar and truffles but from the more prosaic potato and salad. His "pommes purées" are considered the best. By reinfroducing them onto a top French menu in the early 1980s, Robuchon started a trend that spread around the world.

His relatively simple salad of fresh herbs would have delighted the nuns who ran the seminary kitchen he started work in 37 years ago. It was there that he fell under the spell of food and its cooking.

Despite his talent, Robuchon is not a man who likes to shock or steal the limelight. Softly spoken, with deep-set eyes, he smiles easily. He enjoys talking, particularly about food, the quality of the produce he uses and

about the art and profession of cooking. Yet the latest stage in his career casts an intriguing light upon the economics of being a modern day super-chef. Last year he shocked peers and countrymen by announcing he would be closing his three star Michelin restaurant in Paris. Jamin, and transferring his entire brigade to the kitchens of Le Parc Victor Hugo, a new luxury hotel. In the process, Robuchon stepped into the arms of

an international hotel chain. Le Parc Victor Hugo is owned by La Compagnie International Phénix Hotels, which operates 31 hotels, predominantly in Paris but also in London, Amsterdam and Geneva. Its main shareholders are Compagnie Générale des Eaux, one of France's leading utilities and Assurances Générales de France, a large, state-owned insurance

company shortly to be privatised. Robuchon's standing has allowed him to command impressive terms from the two corporate giants. The combined workforce of the two companies is more than 250,000. Yet last week at the official opening of Le Parc Victor Hugo the collaboration between Robuchon and

Bulletin 8.

CIP was described as a "partnership". However, in spite of the status the deal gives him, a troubling question remains: why is it that a man at the peak of his career, as chef and proprietor of a three star Michelin restaurant, has chosen to compromise his indepen-

The most suitable analogy for this unlikely partnership lies in the Middle Ages. Robuchon is the brilliant artist and CIP the powerful nobleman, whose patronage will ensure Robuchon's survival and eventual fortune. For these days few celebrity chefs can live by

cooking alone. Born in Poitiers in 1945, the son of a mason and a mother who cooked simple French food, Robuchon entered a seminary at the age of twelve to train for the priesthood. He worked in the kitchens, alongside the nuns, and it was they who alerted him to the pleasures and satisfaction of cooking.

"Cooking is one of the very few pro-fessions," Robuchon stresses, "which demands that you use both your hands and your head to the same level of

The need to supplement the family income forced Robuchon, aged 15, into the kitchen as an apprentice in the hotel and restaurant, Relais de Poitiers. A year followed as a Compagnon du Tour du France, during which like a medieval journeyman, he travelled the France, reporting in each city to an appointed 'master' who set him to

Robuchon believes, despite the hard work, that this training as part of a team, was invaluable. There are many, many chefs who can cook expertly but the hardest task facing any chef today is building a brigade, maintaining a

In 1965 Robuchon left the provinces for a job at The Berkley hotel in Paris to work under head chef Andre Moreau, who believed passionately in the professionalism inculcated by culinary competitions. It was Moreau who recogmised Robuchon's talents and made him compete at every available opportunity. This competitive era convinced Robuchan to strive for the top. In 1968 while many of his colleagues were gripped by revolutionary fervour and several left

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review providing comprehensive, up to the minute news and information for exporters.



the profession. Rubouchon ploughed on. By 1970 he had become the youngest chef to win the Prix Taittinger, perhaps France's most arduous culinary contest and by 1974, aged 28, he was head chef of the Hotel Concorde Lafayette, responsible for 90 chefs serving 3,000 customers. In 1981 he opened Jamin which gained three Michelin stars within three years.

Chefs became media stars in the 1980s, Robuchon believes partly because none of those cooking at the very highest level make a profit in the dining room. Dinner chez Robuchon will cost \$200 per person with modest wines -but the perishable raw ingredients are only the very best and the labour costs are very high. At Robuchon's restaurants, staff of 45 serve no more than 50

Robuchon believes that without a strong financial parent top chefs have had to find other sources of income by writing books, making television appearances or endorsing a range of - to support their restau-

So he was particularly vulnerable

when the recession of the early 1990s brought empty tables, smaller bills and shrinking profits. In 1990 Robuchon met Jean-Marc Oury, CIP's chairman, as the company was embarking on a \$5m plan to convert five 1912 townhouses into Le Parc Victor Hugo. Oury lured Robu-chon to the hotel with a deal in which

Robuchon owns the restaurant but pays

rent to CIP. He does not get a salary but

keeps the restaurant's profits and acts

as consultant to the hotel's brasserie,

which is considerably cheaper than the restaurant. Robuchon believes the security of this partnership will allow him to set new culinary standards and to shape the future of French cuisine. "Cooking has changed fundamentally since I began in 1960. It used to be the quality of the sauces that was important. The produce itself was secondary and often you could not tell what you were eating. Today what is important is to respect the produce you are working with and fix in your mind its taste and flavour so that you can recognise the precise moment it is cooked. That is

what I must teach."

IN THE NEWS

Wagoner rides ever higher at **General Motors**

To say that Richard Wagoner's rise to the top of General Motors has been meteoric is to risk understatement, writes

Martin Dickson. Two years ago, at the age of 39, he was plucked from Brazil, where he was head of GM's operations, to become the group's chief financial

Last week he was promoted again, to run GM's North American vehicle operations (NAO) - the troubled heart of the world's largest industrial company, And he is still only 41. Little wonder, then, that he has emerged as the front-runner eventually to succeed Jack Smith, GM's 56-year-old chief executive, who gained the position after a boardroom coup in 1992 and has been running NAO himself

until now. Smith displayed his confidence in Wagoner last year when Jose Ignacio Lopez de Arriortua, the volatile Spaniard who had been running GM's worldwide parts purchasing operation, suddenly quit this key position - and an offer to head NAO to join Volkswagen. Smith added the Lopez job to

Wagoner's finance portfolio. Wagoner is a tall, extremely articulate man with self-deprecating sense of humour and a maturity of manner beyond his years. He oozes leadership and as finance chief won over Wall Street with his clear, frank briefings

on GM's problems. After gaining a Harvard MBA in 1977 he joined GM's New York treasury department - also Mr Smith's training ground - and then saw widespread experience abroad, with two spells in Brazil, one in Canada and two years in

Europe in charge of finance. Wagoner faces a huge challenge at NAO, which will return to the black this year but is a long way from producing a decent financial

It employs too many workers and bureaucrats, with lower productivity than rival manufacturers, making too many vehicles which lack design fiair and are poorly

Wagoner's firm but friendly style, methodical approach to problems and desire to build consensus should help him in slimming GM in cooperation with the group's beligent union leadership.

He has gone some way to

smoothing relations with GM's part suppliers, who were angered by Lopez's confrontational approach. "He listens well and has a desire to bring people together more," says one supplier. As head of Brazilian

operations in 1991-2, he is reputed to have brought in the kind of cultural change and lean production systems now required at NAO. A potential weakness is that

he comes - like Mr Smith from the financial side of GM, rather than motor manufacturing. He may thus find it hard to produce the kind of engineering excitement and design flair that many GM vehicles badly need.

Still, he may be able to make GM vehicles more attractive to a segment of the market where it is badly lagging young Americans. He's almost

Schmidt sweeps up at Denmark's ISS

The battle for power at the world's biggest cleaning company has been settled writes Hilary Barnes. Waldemar Schmidt, 53, has been tapped to take over from Poul Andreassen as the next chief executive of the Danish-based International Service Systems (ISS).

Schmidt, managing director of ISS Europe in London since 1989, has been appointed deputy group managing director and will take over the too job in May 1996. He will have a hard act to follow in Andreassen who joined ISS more than 30 years ago when it was one of many small Danish cleaning companies. Since then he has built it un into the world's largest

cleaning group with 130,3000 simployees in Burope, North America and Brazil, and a 1993 turnover of Dici 13.866 Schmidt's main conten-

for the job was Henrik Slipsager, 39, chief executive of ISS's US business, Slipsager announced last Thursday the he plans to quit at the end of the year but will continue as a member of the board of the

Hilbert's policy for happy longevity

Maverick' is a word that sticks to Stephen Bilbert. A dozen
years of wheeling and dealing
has brought the 45-year-old
founder of life insurance group
Conseco his share of controversy, writes Richard

It has also brought him to the brink of his biggest coup, a \$2.7bn takeover of Kemper, the embattled insurance, fund Stonb.

Hilbert is an unusual animai in the US life insurance industry, as well as its most lavishly rewarded executive. His rise stems from a single Rig Idea, hatched in 1979; that the fragmented insurance business, burdened with heavy costs, was due for an overher

Starting out with \$10,000, get the backing to launch Conseco. and discontinuous it took Hilbert until 1982 to has bought 11 insurance companies. Along the way. some of the US's biggest investors have thrown their considerable weight behind him. Calpers has \$100m in Hilbert's latest acquisition vehicle; GE Capital, whose own bid for Kemper Hilbert topped last week, was an investor in an earlier Conseco partnershin.

Based in Carmel, Indiana Hilbert's rapid rise has brought him enemies. But he has withstood the criticism of Wall Street and the regulators and and came back fighting - even if his share price has retreated a third from its high point 18 months ago.

As he once told the Indianapolis Business Journal-"I believe the only way you really get rid of all the negative comments is to outlive everyone else." A message the venerable but labouring Kemper will no doubt take to heart, as it prepares to forfeit its independence.

ARCHITECTURE

Stonehenge: danger major road ahead Ways around Stonehenge Colin Amery

backs the suggestion by Jocelyn Stevens that a tunnel should run under the famous monument

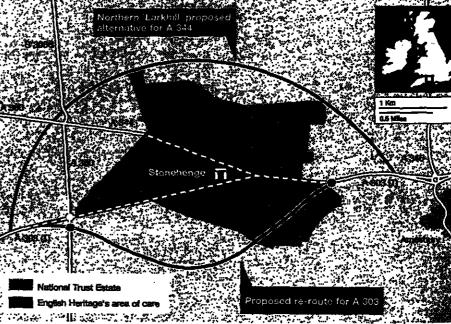
ocelyn Stevens, chair-man of English Heritage, is much too good to go. He is rumbling and threatening to resign if the Department of Transport goes ahead with plans for a new major road close to the site of Stonehense. He is right to be angry with the short sightedness and folly

of the DoT. Stevens has incredible enthusiasm for his job and he has galvanised much of English Heritage into greater efficiency. When it comes to Stonehenge, he and the National Trust (which owns much of the site) have taken their time to realise how terrible the present situation is for visitors and for the reputation of archaeology in

If you attempt to visit the stones today you will see the ugliness of the car park, the closeness of the roads and the sheer unpleasantness of the tunnel approach to the site. The stones themselves are isoated as if in a concentration camp and surrounded by a high wire fence.

The public accounts committee of the House of Commons condemned the presentation of Stonehenge as, "a national disgrace" and ever since the stones were placed in the care of English Heritage in 1984 ways have been sought to

improve things.
Stonehenge is one of the world's most important prehistoric sites and has been recognised by Unesco as a World Heritage Site. There are more than 450 archaeological monuments within the boundaries of the sire and in the years 3000 BC to 1200 BC the area was filled with settlements, tombs, and sites where the flint indus-



try thrived. The ritual elements of the landscape are now the most visible and fascinating things about the area. They deserve to be treated with immense respect and dig-

lient showman and he has become something of a convert ogy. He now realises Stonehenge could become a 2000 acre prehistoric park that national tourist attraction of even greater significance than it is now. It is the real thing, not a Jurassic Park or Disney recreation. All this would be ruined by a major new road. As an alternative English Heritage proposes a radical solu-

The Stevens plan is for a 2.8 mile twin bore tunnel beneath Stonehenge. This would allow the removal of all roads that damage the site. It would also create the opportunity for a large visitors' centre near Amesbury and a small railway, which would carry visitors to the "sunken observation and interpretation centre", from where they would be able to wander freely among the

only by sheep. Money is the uncertain factor in the

The tunnel could cost up to 2200m so the DoT has proposed that takes the A303 through Ministry of Defence land at Larkhill. That is expected to cost £30m.

Because this road passes close to an ammunition dump and the officers mess of the Larkhill Garrison it has been partly re-routed so it now impinges on two other crucial archaeological sites. Stevens thinks that this route is not the answer - only a proper tunneled road can ensure that Stonehenge is seen in a timeless setting, free of the detritus of the 20th cen-

ow successful the campaign for the tunnel will be depends upon the outcome of a conference that is being held in London this week (Stonehenge The Great Debate - July 8, Queen Elizabeth II Conference Centre) where international experts will explore the monument's future.

the DoT on the spot.
The minister, Steven Nortis

will face several learned professors in road economics and engineering, including world experts in engineering

Proponents of the tunnel believe the debate will show that the costs of a short tunnel will be much less than govern-

Stevens is optimistic that the visitors' centre, near Amesbury, will generate considerable income from shops and

It is doubtful that it will pay for the tunnel, but private enterprise has to be involved and the possibility of a toll tunnel cannot be ruled out.

Can Stevens succeed in selling the Ministry of Defence and the Ministry of Transport his vision for Stonehenge? It is a potent vision - a gioriously peaceful park dedicated to the mysterious rituals of the great

If the road lobby wins, I su pect that the nation will feel that Stevens is right when he says that if the government sanctions a low-cost, destructive road we will know that

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CITY OF LONDON FESTIVAL GLASGOW Authic round the BB King (below) brings his trusty Lucille to the Glasgow International Jazz Feetival tonight. On Wednesday, soul-jazz plants clock will lure city workers out at the office as the Privace Silver has the Brass Engamble in low et the Old Fruit Market, and on Thursday Al Great's evergelical laisetto will be melting iunchtime concests and hearts at the Royal Concert Half. A rare visit BOLLA GABULUT orcen recibile of by the Max Roatst custed on Saturday should related memories of the great the City of London Festivel get underway.

larry events are

taking place in .

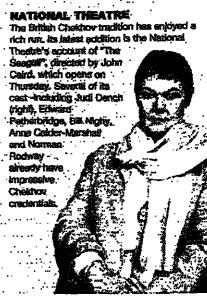
Welton's "Beistrazzar's Fe



NEW YORK The Mostly Mozert estival opens tomorro the Lincoln Center with a concert in which baritone Thomas Hampson will aing aries from Mozert operes and Shura Charlessky will play Chopin, Quest conductors during the seven-week stival Include Mark Elder, Jane Glover (right) and Joshua Rifferi. One of the more musual programmes is a concert on July 28 When three plants of contrasting styles Helene Grimaud, Robert Levin and Cecile Eicad - will play three different Mozart concertor

France's leading theatre festivel begins on Friday with a new production of Europides' "Andromache" directed by Jacques Lassalle. The programme, one of Avignon's strongest of recent years, also includes Shakespeare's "Henry VI" directed by Stuart Seide, the French premiers of Tody Kushner's "Angels in America" and three short plays by Edward Sorid.

Japan will be represented by classical and contemporary Noh theatre, a traditional dancethesere production and several prominent directors.



Firebrand or fashion victim?

Can Peter Jonas, controversial ex-director of the ENO, win over conservative Munich audiences, asks Andrew Clark

his is probably the most important week of Peter Jonas's career. The former general director of English National Opera arrived in Munich last September with a mandate to modernise a notoriously conservative institution, the Bavarian State Opera. The Munich opera festival, opening on Wednesday, is his first major test. It will show how far he has won over the Munich public to his controversial views on music-theatre. Jonas's appointment as the State

Opera's first non-German intendant aroused high expectations. In London, he had played a key role developing ENO's reputation for bold theatrical ideas and enterprising repertoire. He talked about "making opera open to everybody", "extending the frontiers of taste" and "going along the paths of adventure that are important to us". That was what attracted Munich's city

What they apparently overlooked was the price ENO paid for Jonas's radicalism. The fashionable production values and brash marketing campaigns of the late 1980s alienated many of ENO's core supporters, without winning the imaginary new audience to replace them. Jonas and his colleagues seemed to prize a first-night scandal above a solid artistic success. There was an air of conceit.

By the time Jonas left London last summer. ENO audiences bad fallen to 56 per cent, the deficit had risen to £2.3m, and the company had a sharply diminished stock of revivable productions. Not all of this could be blamed on the reces-

On his arrival in Munich, Jonas made clear he would pursue "interpretative rather than representational theatre" - productions designed to provoke rather than comfort. He would aim to reach a wider audience than the State Opera's traditional public. He would build on four pillars - Mozart, Wagner, Verdi and newly-commissioned

works. As in London, the radical nature of Jonas's agenda was camouflaged by his legendary charm and eloquence. He talked about policy in a way Germans could understand. Unlike his predecessor. Wolfgang Sawallisch, he was image conscious and knew how to court the press.

The first evidence of a new direc-

tion came in March with Richard Jones's Jurassic Park treatment of Handel's Giulio Cesare. The premiere was accompanied by the kind of booing and cheering that had been de rigueur at ENO. German critics found the production cheekily entertaining, and it developed a cult-following among Munich's younger, more progressive theatre-

Jonas is hoping Wednesday's new production of Tannhauser will cause an even bigger splash. Wag-ner is a house god, and Jonas has chosen one of his most provocative ENO collaborators, David Alden, to stage it. Next season brings a transfer of David Pountney's ENO version of The Adventures of Mr Broucek, a Nicholas Hytner staging of Don Giovanni, and Parsiful directed by Peter Konwitschny, a graduate of the didactic Ruth Berghaus school of east German opera pro-

The question now being asked in Munich is whether this programme amounts to "aesthetic renewal" as Jonas claims - or merely a grafting of the "powerhouse" aesthetic from

Jonas, who controls a budget of DM124m (£50m), has never hidden his contempt for the wealthy Munich burghers who bankroll his organisation. "I have never in the whole world seen so much fake jewellery and dyed hair," he said earlier this season. "Many women look like gilded Christmas trees". He talks of "the possessiveness these people feel about their opera - they regard themselves as owners of the works being performed and shareholders of the company. But we're too dependent on them to slap them across the face."

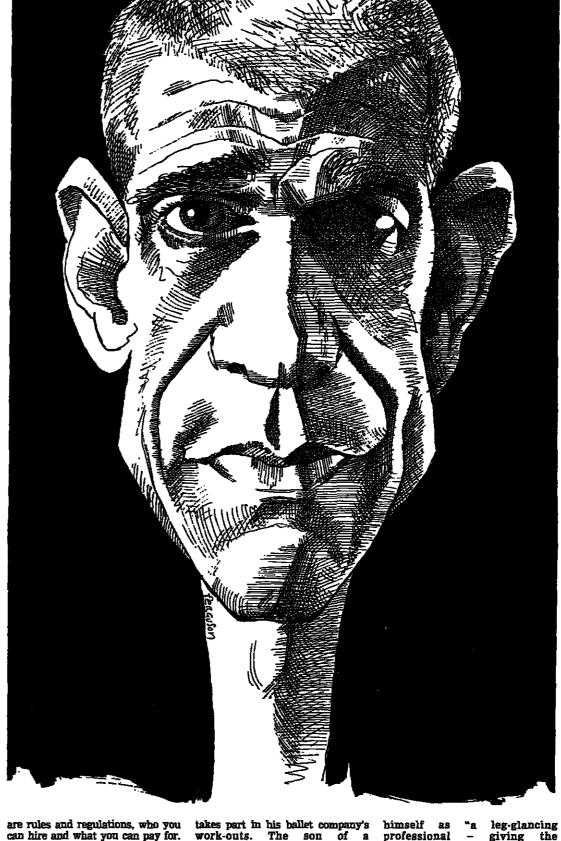
e believes his 11 years with the Chicago Symphony Orchestra and nine years with the ENO have prepared him well for his role at Munich. "One's got a great deal of experience of how these things work. In London it was pretty difficult, because we were much more dependent on speculative customers, coming through the door on the day. In Munich it's more like Covent Garden. The subscription audience provides a huge backbone about 11,000 people, some of whom have several subscriptions." It is, he says, all a question of balance: "You have to be able to create an artistic policy that will convert some of this traditional audience and draw some new people. Ultimately, you have to rely on instinct - the feel you have on the tiller of the direction you're going."

This sensitivity, however, is the very quality Jonas's critics find missing. "He doesn't seem to have a feeling for what is appropriate for Munich," says Marianne Reissinger of the Abendzeitung, citing Jonas's disinterest in the Strauss tradition and his approach to Verdi. In the past, Verdi's operas have been successful in Munich only when tackled from the highest musical level: Simon Boccanegra with Abbado, La traviata with Kleiber, Macbeth and Aida with Muti, La forza del destino with Sinopoli. Jonas handed Un ballo in maschera to the German conductor Peter Schneider, and the performance was about as un-Italianate as you can

hether Jonas was wise to choose Schneider as the company's music debate. Schneider is likable and hard-working, but lacks a strong artistic personality. One member of the orchestra expresses the widely-held view that Jonas "doesn't have much interest in the musical side. He doesn't talk about opera in terms of music or making people happy."

On that last point, Jonas is inclined to agree. He says comic opera "is never going to be very visible with me around, because I've always been more interested in the Sturm und Drung kind of thing. I just have a certain taste. One is chosen for one's competence, I suppose, but also for one's taste. That may be my undoing or it may be my glory. Whatever the outcome, I'm not going to change." One area of his London

experience Jonas is unlikely to repeat in Munich is his begging-bowl speech-making from the stage. "It's extremely liberating here, in that the basic argument about the necessity of the arts was won a long time ago. Having a State Opera in this town is an accepted fact. We meet the politicians, of course, but it's not oppressive. The civil servants are helpful. What is difficult is the bureaucracy. There



can hire and what you can pay for. It can be quite enervating. But I'd prefer that kind of circuitous difficulty, and have the essential matters accepted."

A fastidious 47-year old, Jonas says life in Munich involves less struggle than London. His home is a short walk from the theatre. He

work-outs. The son of a German-Jewish father and a half-Scots, half-Lebanese mother, he occasionally delights the locals by wearing the kilt he bought for his last night at ENO.

He has joined the MCC - Munich Cricket Club. And he uses a cricketing metaphor to describe

professional - giving the appearance of treating difficult things rather lightly, a concept that's foreign to the Germans. I hope I can make this job work. But if they believe it has to go in a different direction, or back to what it was, that's fine - they can just get rid of me."

Opera/Film More beast than beauty

he theme of transformation is central to Cocteau's magical film La Belle et ia bete. Not only does the Beast turn into a Prince, his castle is also alive with statues that become human, invisible hands that open doors and lewels that turn into worthless

Now the composer Philip Glass has endeavoured to make his own transformation of the film. Last week's "Meltdown" festival on the South Bank brought film and music together as part of its theme of new work in the arts crossing boundaries. Glass's re-working of La Belle et la bète is almost impossible to classify. He calls it a "live opera/film event", the programme an "opera for ensemble and film".

What it involves is as follows. The Cocteau film (its original un-edited version) is shown on a big screen, but without its soundtrack. A quartet of singers sing the words that would have been spoken by the actors and a small ensemble combining keyboards and saxophones provides the live accompaniment. This showing was billed as part of the "world premiere tour", but the conductor, Michael Riesman, seemed practised at keeping the music in sync with the

As in Nyman's film scores (so fashionable of late) the constant motor rhythms of the minimalist school can become wearing over a film's unbroken hour-and-a-half duration. Glass varies the pace more, but still not enough. In the intimate encounters between Beauty and the Beast one longed for the repeated chords to relax their pulse just for a few minutes.

Otherwise Glass has put together an atmospheric score, which captures the grand guignol fantasy of the film. Whirling upward scales set the mood, underpinned by ominous rumbling bass lines; bells peal along the chateau's dark corridors, their ring electronically twisted into the shriek of ravens. Unfortunately the amplification of the music drowned the singers' words.

Like most multimedia events, La Belle et la bête falls between two stools. As a straight opera, there is probably not enough interest in its vocal writing. Whether there is any future in opera/film as a medium beyond this one-off exercise is another question again.

Richard Fairman



BERLIN

CONCERTS The Tailis Scholars give a concert of music by Palestrina and Lasso tomorrow in Berlin Cathedral (854 2040). On Wed in the Philhermonie, Monica Huggett directs Hausmusik London in works by Weber, Spohr and Mendelssohn (854 2040). On Thurs at Gendarmenmarkt, Katia Ricciaretti is soloist in an open-air opera concert conducted by Jacques Delacôte (514 2741). Melvyn Tan gives a pianoforte recital on Sat late afternoon at the Staatsoper (854 2040), The Hanover Band plays Bach at the Philharmonie on Sat evening (854 2040). Ulf Hoelscher is violin soloist with Sintonia Varsoviaon Sun at the Philharmonie, with music by Bach, Mendelssohn and E.T.A. Hoffmann

OPERA/DANCE Staatsoper unter den Linden Rudolf Nureyev's production of Glazunov's ballet Raymonda opens tonight in a new staging by Eugene Polyakov (repeated July 6, 8, 11,

(854 2040)

13). Tomorrow: Ariadne auf Naxos with Margaret Price and Reiner Goldberg. Thurs and Sat: Il barbiere di Siviglia with Jennifer Larmore and Dmitri Hvorostovsky. Sun: Salome (200 4762/2035 4494) Deutsche Oper Tonight and tomorrow: La boheme. Thurs: Bartok and Schoenberg double-bill with Karan Armstrong and Doris Soffel. Fri: Peter Schaufuss' production of Sleeping Beauty. Sat: Nutcracker. Sun: Meistersinger with Wolfgang Brendel and Eva Johansson, End of season (341 0249)

DRESDEN

Semperoper Tonight: Daniel Nazareth conducts Middle German Radio Symphony Orchestra in Mahler's Rückert Lieder (Christa Ludwig) and Bruckner's Seventh Symphony. Wed: Ute Lemper cabaret evening. Thurs: Christa Ludwig song recital. Sat: Daniel Nazareth conducts Carmina Burana. Next Tues: Grigori Sokolov plano recital (0351-484 2323)

■ FRANKFURT

 The Frankfurt Ballet performs choreographies by Saburo Teshigawara and William Forsythe tonight, Wed and Thurs at the Opera House (069-236061) ■ New York Harlem Theatre opens

a season of Gershwin's opera Porgy and Bess at the Opera House on Sat, continuing daily except Tues till July 29 (069-236061) English Theater Frankfurt has Bill Manhoff's comedy The

Owl and the Pussycat daily

except Mon till July 16 (069-2423 1620)

■ GENEVA

The city of Geneva organises a series of concerts throughout the summer, some of them free open-air events. The international music series begins on Wed at Théâtre with the French Dixieland group Les Haricots Rouges, followed on Fri by Styl 60, with further concerts till Aug 24. The jazz series runs every Mon till Aug 15 at Cour de l'Hôtel de Ville, beginning next week with the French duo Martial Solal and Didier Lockwood. The classical music series, also at Cour de l'Hôtel de Ville, opens on Thurs with a madngal programme. Geneva Chamber Opera presents Grétry's Zémire et Azore on July 12, 13, 15 and 16 (022-786 5545/022-312 4353)

HAMBURG

 Maximilian Schell stars as Professor Higgins in My Fair Lady, opening at the Deutsches Schauspielhaus on Fri (previews from tomorrow) and running daily except Mon till Aug 7 (040-248713) Justus Frantz conducts Sinfonia Varsovia in works by Beethoven on Thurs at the Musikhalle (040-346920) Johnny Cash sings at Freilichtbühne Stadtpark on Sat afternoon.

■ NEW YORK

 Three Tall Women: a moving, poetic play by Edward Albee,

dominated by the huge, heroic performance of Myra Carter. She, Jordan Baker and the droll and delightful Marian Seldes represent three generations of women trying to sort out their pasts (Promenade, Broadway at 76th St, 239 62001

 Angels in America: Tony Kushner's two-part epic conjures a vision of the US at the edge of disaster. Part one is Millennium Approaches, part two Perestroika played on separate evenings (Walter Kerr, 219 West 48th St, 239 6200) Four Dogs and a Bone: John Patrick Shanlev's satiric comedy about movie-making and power plays in Hollywood (Lucille Lortel, 121 Christopher St, 924

 Laughter on the 23rd Floor. Neil Simon's 27th Broadway play, about a group of writers trying to come up with a new show, is one of his finest comic efforts. Directed by Jerry Zaks (Richard Rodgers, 226 West 46th St. 307 4100)

 The Sisters Rosensweig: Wendy Wasserstein's most successful play to date. A comedy with serious undertones about the reunion in London of three American Jewish sisters (Ethel Barrymore, 243 West 47th St, 239 6200)

 Carousel: Nicholas Hytner's bold, beautiful National Theatre production from London launches Rodgers and Hammerstein towards the 21st century (Vivian Beaumont, Lincoln Center, 239 6200)

Tommy: a musical written and composed by Pete Townshend, based on the 1969 rock opera by The Who, about a withdrawn young boy who becomes a Pinball Wizard (St James, 246 West

44th St, 239 6200) Crazy for You: the musical based

on Gershwin's Girl Crazy recently passed its second anniversary on Broadway. A highlight of this glitzy entertainment is Susan Stroman's choreography (Shubert, 225 West 44th St, 239 6200) DANCE/MUSIC Avery Fisher Hall The Lincoln

Center's Mostly Mozart Festival opens tomorrow with a programme featuring baritone Thomas Hampson singing Mozart aries and Shura Cherkassky playing Chopin. The festival runs daily except Sun till Aug 20 (875 5030) Metropolitan Opera The Royal Ballet opens a two-week season on Wed with Anthony Dowell's production of The Sleeping Beauty. The season also features

MacMillan's Mayerling and a mixed bill including Ashton's A Month In The Country. This is the Royal Ballet's first visit to New York since 1991 (362 6000)

PARIS DANCE

 San Francisco Ballet is in residence this week with two mixed bills, including choreographies by Balanchine, Mark Morris, Helgi Tomasson and Agnes de Mille (4742

Paris Opera Ballet presents the Nureyev production of La Bayadére at the Bastille tomorrow, Thurs, Sat, Sun and next Wed, Fri and Sun (4473 1300)

OPERA Carmen runs at the Bastille till July 23 with changing casts including Marta Senn/Kathryn Harries/Beatrice Uria-Monzon in

the title role, Sergey Larin/Alberto Cupido/Daniel Galvez-Vallejo as Don José and Alain Vernhes/Gino Quilico/Harry Peeters as Escamillo. Jose-Luis Gomez's staging is conducted by Serge Baudo/Cyril Diederich. This week's performances are tonight, Wed and Fri (4473 1300)

Roberto Alagna and Nuccia Focile head the cast in Gounod's Roméo et Juliette at the Opéra Comique, conducted by Michel Plasson and staged by Nicolas Joel, Final performances are tornorrow, Thurs and Sat (4286 8883)

■ VIENNA The Roman ruin in the park of

Schönbrunn, the former residence of the Hapsburgs, provides an open-air venue for Vienna Kammeroper's summer productions. Le nozze di Figaro opens tonight and runs daily except Wed and Sun till July 30. Don Giovanni follows from August 9 to 27 (513 0851) Klangbogen, Vienna's summer

concert series, runs till the end of August at various venues throughout the city. This week's programme includes Mozart arias and orchestral works on Thurs at the Rathaus Arkadenhof, and a concert by the Estonian Chamber Chorus on Fri at the Augustinerkirche. Kathleen Battle gives a song recital at the Konzerthaus on July 12 (4000 8410)

 Vienna's jazz festival runs daily till July 15, and features Tony Bennett tomorrow, Natalie Cole on Wed, B.B. King on Thurs and Stephane Grappelli on Sun. Most events take place at the Staatsoper (4000 8410)

ARTS GUIDE Monday: Performing arts guide city by city.

Tuesday: Performing arts guide city by city.

Wednesday: Festivals guide.

Thursday: Festivals guide.

Friday: Exhibitions Guide. European Cable and

Satellite Business TV (Central European Time) MONDAY TO FRIDAY NBC/Super Channel: FT Business Today 1330; FT Business Tonight 1730, 2230 MONDAY

NRC/Super Channel: FT Reports 1230.

TUESDAY Euronews: FT Reports 0745, 1315, 1545, 1815, 2345

WEDNESDAY NBC/Super Channel: FT FRIDAY

NBC/Super Channel: FT Reports 1230 Sky News: FT Reports 0230,

NBC/Super Channel: FT Reports 2230 Sky News: FT Reports 0430,

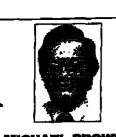
The impossibility of] being president

mit in Naples the world's press, once again, is likely to be impressed by President Bill Clinton's youth, energy, intelligence, warmth and persuasive rhetoric. Set against his elderly and cautious Group of Seven peers, he cuts a rather impressive figure. Being an American he at least possesses a modicum of optimism: unlike his world-weary colleagues he helieves that severe social problems - such as high global

unemployment – are soluble. Yet in spite of these virtues and some solid legislative achievements, Mr Clinton's depressingly low. The boost that he hoped to get from robust economic growth has been largely offset by continu-ing doubts about his character - doubts fuelled by the Whitewater affair and Paula Jones's sexual harassment charges. At the same time he is condemned as indecisive in foreign affairs and criticised for running an ill-disciplined White House - a charge that prompted another reshuffling of top aides last ek and the appointment of Mr Leon Panetta, the affable former budget director, as the new chief of staff.

While not denying that Mr Clinton has made many mistakes. I believe much of the criticism of his presidency is misplaced. The US media are like a pack of wolves: happy only when dismembering their prey. They would find grievous faults in any occupant of the Oval Office because the job of an American president is now beyond the ability of any mortal. This is largely the consequence of an 18th century constitution designed by Virginia landowners whose main objective was to limit the powers of

a central government The goal of minimal government was admirable; but the ensuing legislative arrangements create enormous tensions in an era when the American people (and the wider world) expect an administration to solve countless problems. In the US system, cabinet officers, as unelected appointees, have much less authority than in parliamentary regimes. All important decisions on foreign and domestic policy are



MICHAEL PROWSE **AMERICA**

in spheres such as macroed

nomics, healthcare, crime and

welfare at a level of detail that

Former President George

Bush tried to solve the "over

load" problem by ignoring domestic policy. But this led

ultimately to electoral defeat.

Mr Clinton has set himself

important goals in the domes-

tic arena. He cannot afford to delegate domestic policy

because nobody but the presi-

dent has the clout to influence

the other main power brokers in the US system, the men who

mittees - such as Daniel Pat-

rick Moynihan, the unpredict-

able chairman of the Senate

Such barons have limited

respect for presidents, even

from their own parties, because they do not select

them: Congress has to work

with a president independently

chosen by the American peo-

ple. But for Mr Clinton's per-sonal involvement, for exam-

ple, Congress would never

have voted in favour of the

North American Free Trade

Agreement. The task could not have been entrusted to cabinet

officials such as the trade rep-

resentative and treasury secre-

tary. Healthcare reform may be

stymied despite Mr Clinton's

passionate involvement; with-

out a presidential push, defeat

would be virtually certain. Mr

Clinton thus has no choice but

to try to keep on top of every

aspect of policy, from Bosnia to

handguns; inevitably he drops

Other facets of the Washing-

in Britain would be left to the relevant secretaries of state -

if not senior civil servants.

remember that, unlike his recent predecessors, he is comfortable with ideas. He is the product of a superior liberal education - of a tradition that abhors dogmatism and stresses the virtue of critical analysis from various points of view. The result is a "seminar" presidency; a chief executive who mulls the arguments for and against policies and makes decisions slowly. Having an thus furnelled into the White open, inquiring mind is not normally a sin; yet as president, Mr Clinton pays a heavy House for the attention of the chief executive. Mr Clinton is engaged in formulating policy

Since nothing is secret in the American political system, every step in his tortuous decision-making process is relayed to a confused public at home and abroad. Policy-in-formation is endlessly "analysed" in superficial news reports. Yet the "soundbite" style of presentation militates against true understanding.

A thoughtful president who quite often gets it right - think for example of his two Supreme Court nominations ends up looking indecisive and muddled. The system would treat a dictatorial leader with a closed mind far more kindly. Yet this is hardly what the US wants. Would Americans, in fact, even favour a retreat to the Bush era: to a president who rarely uttered a coherent sentence and was ignorant of the detail of domestic

I am not trying to imply that all of Mr Clinton's problems reflect the inherent difficulties of being president. In many areas of policy, his mistakes reflect an intellectual map that is seriously outdated: like many products of elite US colleges Mr Clinton has an exaggerated faith in the competence of government and a poor understanding of the efficiency of free markets. This explains last year's unhelpful "soak the rich" budget and his continuing appetite for managed trade and other interventions, But since Mr Clinton is one of the brightest US presidents in memory it is safe to predict that many of his difficulties reflect the job. His successors are not going to be pop-

he prospect of a sec-ond Korean war has receded with the neighbour for the first time since the second world war. The talks, later this month, will indicate whether the secretive northern regime of Kim Il-Sung can be discouraged from building nuclear weap-

ton system conspire to under-mine him. One key to understanding Mr Clinton is to But whatever the outcome of the discussion, tensions on the Korean peninsula have raised pressing questions about the International Atomic Energy Agency, the United Nations' nuclear watchdog. It was the refusal of North Korea to allow the agency to inspect its nuclear sites which triggered the current crisis.

The Nuclear Control Institute, a respected Washingtonbased lobby group, attacked the agency last week for failing in its job of "blowing the whistie" on the spread of nuclear weapons. Officials at the US Bureau of Political-Military Affairs, responsible for US strategy on North Korea, agree privately that the agency "has not been as aggressive as it

The IAEA, a mouthful of vowels pronounced easily by nobody in a UN country, was born in 1957 as part of US President Dwight Eisenhower's "atoms for peace" plan. In line with prevailing optimism about the potential of civil nuclear power, it was given the job of helping UN countries acquire nuclear skills, particularly safety techniques and medical treatments.

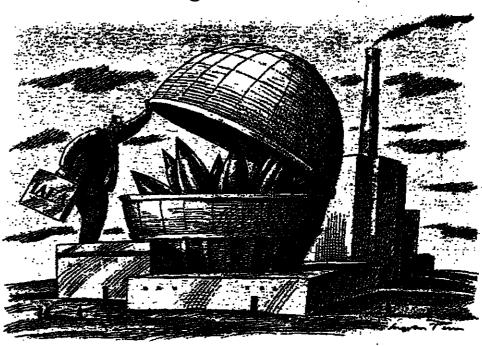
It was also given a second, separate role: "safeguarding" or supervising civil nuclear reactors to ensure that their contents were not diverted to bombs. Although the cold war had dented hopes that the superpowers would scale down their nuclear arsenals, it still seemed probable that nuclear weapons' capability could be restricted to a tiny handful of

The signing of the 1970 nuclear Non-Proliferation Treaty by 164 countries has put much weight on that second role: signatories without nuclear weapons were obliged to submit to regular IAEA scrutiny of their civil nuclear programmes. Although inspections now take up only a third of the agency's annual \$200m budget, the agency's role as watchdog wins it a disproportionate share of headkines. The treaty's renegotiation next year will put its record under

Criticism of that record

Soft bark and a weak bite

Bronwen Maddox asks whether the UN's nuclear watchdog has the teeth to do its job



begins with a single word: Iraq. In the decade before the 1990 Gulf War, the agency failed to detect Saddam Hussein's \$3bn clandestine weapons programme, saying that Iraq com-plied fully with the treaty. The episode is by common agreement the agency's most embar-rassing hour. Mr David Kyd, spokesman at the agency's Vienna headquarters, acknowledges that "Iraq was a shock

After the war, it became clear that Iraq had imported sensitive western technology for a decade, and employed 10,000 engineers in attempting to make nuclear explosives in a dozen desert factories. Those included the site of iraq's two small reactors, which was regularly visited by the IAEA.

To the agency's critics, the crisis over North Korea's nuclear intentions and capability suggests that the lessons of Iraq have not been assimilated. In particular, they feel the agency was slow to raise the alarm. "The place runs like the post office," says Mr Paul Leventhal, president of the Nuclear Control Institute.

Mr David Kay, the former IAEA inspector in charge of the agency's post-war inquiry into Iraq, who now advises the US nuclear industry, also sees the agency's endeavours in North Korea as technically inept. Its video cameras "are essentially consumer technology", he says. He believes tension in the North Korean capital Pyongyang was heightened unnecessarily because agency inspectors entered and exited nuclear sites repeatedly to replenish batteries and tape, although "there are cameras

available which they could

have used to beam straight back to Vienna" In response to these attacks, the IAEA says that people frequently overestimate the scope of its action. "There is a public perception that we were supercops [in Iraq], but we were per-accountants," according to Mr Kyd. The agency carried out its task of monitoring the fuel inside Iraq's reactors, he argues, but it had not looked for a weapons programme sep-

arate from these civil reactors because this is an expensive

route to acquiring a bomb.

that it has accepted the need for some change. "We are being encouraged by our m bers to be nosier," Mr Kyd says. Members now pass information on from their intelligence services; photographs last year from the US Central Intelligence Agency helped alert the agency to the North

But the agency's ability to become more intrusive is limited by its statute, Vienna officials argue. They say the frequency of inspections is set strictly in proportion to the size of a country's civil nuclear programme. This condition was set in the 1950s when the threat of Germany, Japan, Sweden and Switzerland acquiring nuclear weapons med great and, as a result, IAEA inspectors still spend two-thirds of their time on western Europe, Canada and Japan. "But if we tilted that principle, developing countries would scream 'discrimination' and leave," Mr Kyd says.

That fear - that countries will resign from the IAEA and the NPT - is the greatest

restraint on the agency's aggression, according to its officials. They see the agency's twin roles inextricably linked in a fragile bargain. "It is industrialised countries who want safeguards inspection but developing countries mainly want technological assistance, and would not want to be members of something directed entirely at curbing their research programmes.

ancial.

Mr Kyd says.
To those watching the watchdog, this dilemma lies at the heart of its shortcomings. "If some countries can't live with intrusive inspections, and threaten to leave the IAEA, the world should know," says Mr

Kay.

To critics, the agency's atti-tude to bran over the next few years will show whether it is overcoming its weaknesses. Western intelligence experts are keeping a close eye on Iran's procurement of technology in its current bid to boost

ome of the agency's problems, however, arise from political and technological changes that have arisen since it was created. The countries now embracing civil nuclear power with most enthusiasm are in the developing world and in Asia, which lie outside the agency's traditional areas of

expertise. Fresh techniques have emerged for refining uranium and plutonium to the grade where they can be used for bombs. The disintegration of the Soviet Union has increased the possibility for clandestine trade in assembled nuclear weapons. Meanwhile, reprocessing plants such as the UK's Thorp and France's Cogema will begin to inject large quantities of plutonium into the world's stockpile as a by-product of treating left-over fuel.

To monitor these new

threats - trade in nuclear technology, and the production of statute would have to be extended. Whether that is desirable, or possible, is a question which next year's debate on the NPT's future will have

But if governments choose to maintain a pact to curb proliferation, they will need some kind of watchdog. Given the IAEA's performance in the two crises of the past three years, it. is fair to conclude that the watchdog will need to be more alert than in the past; and probably larger, if it is to succeed in raising? the

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

tne priority

From Mr D N Vermont. Sir, While agreeing with much of what Richard Lapper says in his article on reinsurance ("Third force emerges in high-risk world", June 30), I must question his assertion of the pre-eminence of capital among criteria for the well-

Without denying in any way the value and importance of an adequate capital base, proven underwriting and sound management, as exemplified in consistent results and an ability to survive, give better indications of health The fragmentation of risk.

which is both the method and purpose of reinsurance, allows the small, the medium and the large to co-exist. The slaughter of the inno-

cents and the not so innocent owes more to the apparent inadequacies of management than of capital. D N Vermont, London representative

6 Loyat Lan London ECSR 8DT

Waving the flag, surely?

From Mr David Webster. Sir, I read with interest and enjoyment the article, "Cele-brating rites of passage" (June 25), by Jurek Martin on the recent graduation ceremonies at Harvard.

I also had a daughter graduating from Harvard. My eyes are certainly older than those of Mr Martin, but it was surely not dollar bills being waved by graduates of Harvard Business School, including my daughter, but small flags representing the many nationalities of the school's students.

They were waving them cheerily but not, I think, greedily, although one of the school newspapers circulated at the ceremonies reported that many of the graduates expect salaries (including bonuses) of \$100,000 in their first year after graduation, David Webster

communications co-ordinator. Diocese of Bochester, 5 Rosehill Walk, Tunbridge Wells, Kent TN1 1HL

Capital not | Russian opposition | Own goal to Latvian stance

From Mr Boris Pankin Sir, The article "Held up on the Western line" (June 23) rightly said that the law on citizenship passed by the Latvian parliament on June 21 does not accord with interna-

non-Latvian permanent resi-Moreover, according to the assessments by western legis-lators, this discriminatory law contradicts the Universal Declaration on Human Rights, the

tionally accepted norms since

it imposed draconian quotas on

International Pact on Civil and Political Rights and the Convention on Reduction of State-

By trying to legitimise the deprivation of civil, political, socio-economic and cultural rights of hundreds of thousands of people, Latvian parliamentarians openly ignored the authoritative views of the Conference on Security and Co-operation in Europe and the Council of Europe experts who strongly recommended that the law be amended so as to expedite the smooth integration of a large Russian-speaking minority in Latvian society. Even the government of Lat-

via itself appealed to President Ulmanis not to approve this citizenship law. No wonder the Latvian presireconsider a controversial plece of legislation and said in a TV interview that the law undermined Latvian prestige in democratic Europe, deprived permanent residents of citizenship and complicated relations with Latvia's neighbours.

Or maybe it was just probing by the parliament to test the vigilance of the international community? And later, the same law, with decorative amendments, will be passed again? Let us hope that this time the Latvian legislators will take into account the concerns expressed from all quar-ters. I think that world public opinion would welcome a decision to delete notorious quotas and change the discriminatory

essence of the law. This is all the more lamentable since Russia is prepared to develop good, neighbourly relations with Latvia. On June 19 the Russian government decided to submit a package of agreements, signed recently with Latvia including that on a troop withdrawal by August 31 this year, to President Yeltsin for approval and subsequent ratification by parliament. Boris Pankin, Ambassador of the Russian

Federation, 13 Kensington Palace Gardens, dent ordered parliament to London W8 4QX

From Mr Donald McFarlan. Sir, Can someone take the generally sagacious Michael:-Thompson-Noel to one side and quietly point out to him that a light year is a measure of dis tance and not of time ("An. inter-galactic goal", June 25/ 💥

I feel sure that the admirable Miss Lee could have set himstraight on this point. Donald McFarlan, 3 The Tithe Barn, Merton, nr Bicester, Ozon OX6 ONF. (Lat 51 degrees 51 minutes seconds N. Long 1 degree 7 mimutes 10 sec

View fell flat

From Ms Janet Jones.
Sir, The interesting article by Colin Amery about the Pugin Exhibition (Architectary Included Some ture, June 20) included some debatable interpretation. Observations ranging from

formed modern designers may not be supported by fact. Also, your correspondent's comments about flat designs and flat pack furniture might suggest sympathy with the flat Janet Jones.

the alleged dependence of Wil-liam Morris to allegedly ill-in-

Partners - Interiors, London N1 2NQ

Productivity the key measure for R&D value

From Mr Richard Barry. Sir, Following the Department of Trade and Industry's

recent ranking of countries by R&D expenditure (Technology: "R&D Scoreboard", June 17), cries for increased R&D expenditure by the UK have reached a crescendo. So two cheers for your editorial of June 20, "Costly Research". You did leave it to the final sentence, but at least you pointed out that what is really important is R&D output, not R&D input spending. Too few commentators stress the importance of R&D productivity.

The results of oil industry R&D clearly illustrate the huge differences in productivity achieved by competing research teams.

Although an aberration in the OECD Frascati guidelines means that most oil company

R&D is not actually counted as R&D, it is possible to correct for this and to look at the true

Like their colleagues in the pharmaceutical industry, oil company scientists and engineers spend about 10 per cent of sales on research for new products - in this case, new oil and gas fields. A Salomon Brothers report, "Proved Petroleum Reserves of 30 Large Energy Companies", allows a calculation that, in the eightyear period 1983-90, research teams in the best performing quartile achieved an average productivity of 0.45 barrels found per dollar spent. The poorest performing quartile

achieved only 0.10 barrels. There is no reason to think such spreads are special to oil researchers. Therefore, if UK research productivity is in the top quartile, calls to cut dividends and spend more on R&D may indeed make good sense. But if our R&D productivity is: low, then it is likely to be far more cost-effective to maintain. (or even reduce) our spending. level while concentrating on improving the quality of R&D management. It is R&D productivity information, therefore, that the DTI should collect,

On the other hand, if top relative standing of their own R&D productivity performance then I'm afraid we should fear the worst. Richard Barry, research fellow,

control for quality and then

Department of Engineering, Simon Building, Manchester M13 9PL





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FINANCIAL TIMES

Number One Southwark Bridge, London SEI 9HL Tel: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Monday July 4 1994

Swedish bond boycott

The sharp rise in European bond yields this year partly reflects investors' nervousness about deteriorating public finances around the industrialised world. In few countries does such concern look more justified than Sweden. The three-year-old centre-right coalition of Mr Carl Bildt has presided over an explosive build-up of public debt. According to the Organisation for Economic Co-operation and Development, gross general government debt will rise to 93 per cent of gross domestic product this year against

only 44 per cent in 1990. The public deficit, which reached 13 per cent of GDP last year, is now falling slowly as the economy starts to grow after three years of contraction. The most worrying feature is the rise in the structural deficit. According to the OECD, this is only about three percentage points below the actual deficit, partly reflecting large goverument outlays on the crisis-hit banking industry. The Bildt government has been woefully unsuccessful in reducing government spending, estimated this year at 67 per cent of GDP, against 59 per cent in 1990. Whichever govern-ment emerges from the September general election will need to make expenditure cuts a priority.

Against this sobering back-ground, Friday's statement by Mr Björn Wolrath, chief executive of the Skandia insurance group, that it is stopping purchases of govern-ment bonds looks understandable,

opposition Social Democrats, if victorious in September, could prove even less adept than Mr Bildt in curbing the deficit; curious, because Mr Wolrath must have known his comments would trigger a sharp fall in Swedish bond prices and the krona. The Skandia group, which holds an estimated 4 per cent of Swedish state debt, has thus suffered a large capital loss on its domestic

bond portfolio.

Mr Bildt reacted by pointing to the continuing need for deficit cuts and implied that the Social Democrats were not up to the task. This may seem an inade-quate response, but the Bildt gov-ernment has already unveiled plans to prune spending by the equivalent of 10 per cent of GDP over the next five years.

The debt imbroglio highlights a Swedish paradox. Sweden's plans to join the European Union are predicated on its becoming a "core" country capable of taking part in economic and monetary union. However, Mr Bildi's mea-sures to improve the functioning of the economy have left the country far away from the Maastricht convergence targets. Over the longer term, Mr Wolrath's broadside should strengthen politicians' will to implement budget cuts. In the short term, however, the Skandia statement will make Swedish bonds difficult to sell, unless real interest rates rise further and the krona falls. Yet these would merely be palliatives. Sweden's yet curious: understandable, integration into Europe demands because Mr Wolrath appears to be alarmed by the prospect that the and the fiscal deficit.

Rail dispute

The dispute between Railtrack and the RMT rail union has been characterised by bafflingly complex arguments over pay and, at times, almost farcical misunderstandings between the two sides. But this is not an amusing trip down industrial memory lane. It is a deeply damaging conflict for rail privatisation and for the standing of Railtrack and must be resolved before it escalates.

Managerial foot-dragging and the unfortunate timing of last year's 1.5 per cent public sector pay limit caused legitimate grievances over signalling staff pay to fester for too long. That does not excuse RMT's hasty use of the strike weapon, especially when Railtrack had made clear its basic case. The relative ease with which the strike has been bypassed by commuters and freight users left to negotiate alone. That, after ought to be a reminder that - all, is regardless of the ownership sation. regime - railway staff are in a fight for their jobs against other modes of transport. If the RMT executive were to decide at its meeting today to escalate the dispute (though there are some welcome indications that the union's negotiators may resist any serious escalation of the conflict), the company and the government would have no choice but to challenge the union's monopoly power on the railways and try to keep the trains running without its

members.
It should never have come to this. The rather technical differmodernising the pay structure could easily have been fudged, without conceding any important principle. The fact that the differences have instead been exacer bated suggests either that Railtrack has been looking for a fight or that a culture clash between old British Rall hands and outsiders has led to crossed wires inside the organisation.

The government does not seem to have helped. Hitherto its public sector pay bill freeze has been interpreted with appropriate flexibility and seems to be meeting remarkably little resistance. The 3 per cent increases recommended by some of the Pay Review Bodies were not haulked at by the government and it has even made sympathy with the signal staff clear that savings on running costs can be used to boost pay bills. Railtrack should have been all, is part of the point of privati-

The pay increases announced on Friday by Railtrack form the basis of a fair settlement. The fact that the offer as it now stands will leave one-quarter of signal staff considerably worse off should not be an obstacle. It is part of the price of a fairer pay system. But Railtrack needs to spell out in more detail how it will compensate the relief signal staff affected. Alternatively, given the very high turnover of relief staff it could announce that the new terms apply only to new recruits and those on existing rates can keep them until they give up the

Arafat in Gaza

Another important, if still largely symbolic, stage has been passed in the Middle East peace process. Mr Yassir Arafat, having signed an outline peace agreement with israel and won recognition for the Palestine Liberation Organisation, has now returned to territory freed from occupation. With the toughest part of the negotiations yet to come, it is vital for Mr Arafat and the Palestinians to build quickly on what has been achieved. This means buckling down to the detailed work of creating a viable administration.

Miracles are not expected. The heavily populated Gaza strip and Jericho suffer serious economic deprivation and guerrilla organisations do not breed efficient bureaucrats overnight. Mr Arafat also faces political opposition from Islamic and radical forces, thousands of Palestinians are still in Israeli jails, while more than 30 per cent of the Gaza strip remains in Israeli hands along with virtually all the West Bank.

But the achievements can already be appreciated. The level of violence in Gaza has dropped sharply and the Palestinian police force appears to have made a good start. More than \$2.4bn is available over the next five years to rehabilitate and improve the infrastructure. Some of these funds have also been necessarily committed to budget support and assisting the Palestinians establish a bureaucracy. There is too much at stake for donor governments to insist on unreasonably high standards of trans- al-Assad or King Hussein.

parency and accountability. in return, they have every right to expect Mr Arafat to behave in the democratic manner to which he is committed. Elections for an interim Palestinian self-rule authority are due to be held just as soon as Israel has completed its withdrawal and troop redeploy-ment in the West Bank. Mr Arafat

should not be allowed to duck that

Israel also bears a heavy responsibility for the success of the present experiment. Pulling out of the West Bank carries a much weigh tier domestic political price than departing from Gaza, but speed and a greater flexibility in Israel's negotiating stance are essential if even the modest momentum so far achieved is to be sustained. The Israeli government of Mr

Yitzhak Rabin should be additionally buoyed by Jordan's agreement to resume direct bilateral negotiations later this month. The issues which divide the two governments are by no means minimal, but should be capable of resolution within relatively few months. The return of Mr Warren Christopher, the US secretary of state, to the region shortly also suggests there is some chance of a breakthrough in Israel's negotia-

tions with Syria. Symbolism may not be a substitute for substance, but the message behind the television pictures of Mr Arafat, back on his home territory and being cheered by thousands of Palestinians, will not have been lost on President Hafez

Wanted: dynamic leader for new international institution. The ideal candidate will possess global strategit vision, yet be at home with technical complexity, while combining a diplomat's finesse with proven administrative skills and the instincts and forceful leadership of a wasoned politician.

his superman – or super-Woman - is being sought to head the World Trade Organisation, due to succeed the General Agreement on Tariffs and Trade early next year. The new body will have a more formal structure, stronger disciplinary powers and, potentially, a far more wide-ranging role than its 47-year-old predecess

Governments and trade policy experts worldwide have expressed optimism that the WTO will develop into a pre-eminent forum for international policymaking, which will take the lead in creating a framework for the orderly management of global economic change into the next century.

It is widely agreed that the WTO's influence will depend critically on the choice of its first director-general. Whoever does this job, and does it well, will leave a mark on history," says Professor John Jack-son of Michigan University, a leading authority on international trade

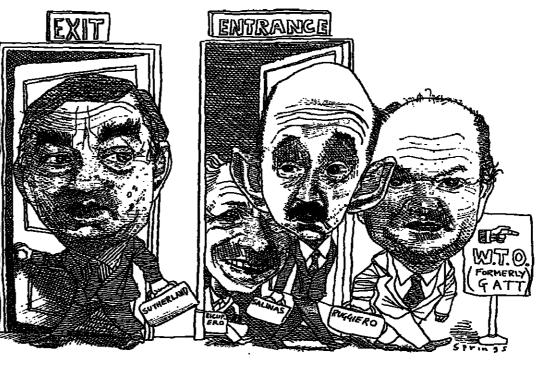
That prospect has triggered a race in which the declared candidates so far are President Carlos Salinas of Mexico: Mr Renato Ruggiero, an Italian former trade minister who has also been canvassed as a possi-ble president of the European Commission; Mr Rubens Ricupero, Bra-zil's finance minister and Mr Kim Chul-su, South Korea's trade minister. More names may emerge before the lists close at the end of this month

Much as trade policy purists may wish the appointment to be decided solely on merit, political manoeu-vring is set to play a big role. The final choice, expected to be reached by informal consensus in late autumn, will be heavily influenced by the interplay of national pride, regional rivalries, economic self-inerest and mutual suspicion among Gatt's members.

Already, the competing Mexican and Brazilian claims on the post have divided loyalties in Latin America. An even more bruising confrontation - or a stalemate may develop if the US bats strongly for Mr Salinas, and the European Union digs in behind Mr Ruggiero.

The decision also risks becoming entangled in wider horse-trading over other heavyweight international appointments this year. Besides the presidency of the European Commission they include the top jobs at the Organisation for Economic Co-operation and DevelopThe new World Trade Organisation leader will shape its role on the international stage, says Guy de Jonquières

Someone to sail the trade winds



ment, the North Atlantic Treaty Organisation and the Western Euronean Union.

All this points to a much more complicated choice than last year's appointment of Mr Peter Sutherland as Gatt's director-general, a post he will vacate soon for personal reasons. Mr Sutherland's candidacy swiftly gathered support because he was widely perceived as the right man to tackle the biggest challenge then facing the world trade system - completion of the protracted Uruguay Round negotiations.

The WTO head will be handed a far less clear-cut mandate. Views on the body's role and the job's functions vary widely, reflecting the differing political interests and economic priorities of those who will have a say in filling it.

The WTO was inspired by plans in the 1940s for an International Trade Organisation, intended as a stablemate for the International Monetary Fund and World Bank. When the US Congress vetoed the idea, the Gatt was set up on a "provisional" basis.

world far different from that in which the WTO will be born. While the original design was drawn up for about 50 countries, most with war-shattered economies, the new body will start with more than 120 members, ranging from super-rich to dirt poor.

Gatt has coped with this diversity by allowing countries to opt out of some of its commitments. But every WTO member will be required to sign up to almost all its obligations. Furthermore, in contrast to the IMF and World Bank, where voting power is weighted in favour of wealthy countries, each WTO member will have an equal vote.

Gatt has an impressive record of forging consensus, which has satisfied big countries without trampling on small ones. But some observers believe that will be harder in future. "Creating consensus in the WTO will be enormously difficult," says Mr William Brock, a trade policy consultant who served as President Ronald Reagan's top trade negotiator.

The organisation's cohesion will But the ITO was conceived in a be tested by a growing array of ing ahead. Everyone else is con-

challenges, which reflect the changing focus of trade policy and shifts in the structure of the world economy. They include:

The thrust of liberalisation

efforts into largely uncharted territory, such as the treatment of foreign direct investment and services. Pressure to address links between trade and complex - and often highly emotive - questions such as minimum labour standards and environment policy. • The impact of sudden capital

market and currency fluctuations from which, some experts fear, countries could seek to insulate themselves through trade barriers. • The accession of about 20 further countries, led by China.

 Mounting stresses within countries, particularly in the industrialised world, as they face increasingly fierce global competition.

"All the instincts of the main

industrialised countries are to seek security and slow the pace of change," says Mr Brock. "Only the really aggressive emerging economies will have a free hand in press-

strained by problems at home."

The head of the WTO can potentially wield much influence over how these problems are tackled, and over the future global policy agenda. However, the job enjoys limited formal powers and resources. The Gatt secretariat. which the WTO will inherit, has a SFr94m (£45m) budget this year and only 175 professional staff. A proposal to add 50 is under discussion. By common consent, the WTO head will need to rely heavily - as Mr Sutherland has done with great success - on his personal qualities and skills to make an impact. But there is less agreement on what these should be.

Some experts think a master of policy detail is required, who will establish the organisation's authority by perfecting its mechanics notably its new dispute settlement procedures - and broking behindthe-scenes deals in Geneva. Others, however, want someone with a high public profile, who will focus on broader strategic issues and deal directly with government leaders.

r Ruggiero and Mr Salinas personify some of these differences in approach. The former has emphasised his credentials as a capable administrator with wide international experience, gained in Brussels, the Gatt and at world economic summits. But sceptics ask whether he has enough vision and stature for the job.

Mr Salinas's biggest attraction is his boldness in presiding over sweeping liberalisation, which has made Mexico a model of developing country reform. However, some wonder whether, as a head of state, his style is too grand and authoritarian for the WTO.

Regional ties are also an issue. They are aggravated by mutual suspicions between the industrialised powers which have long dominated Gatt's affairs, and the developing countries which make up most of its membership and account for an increasing share of world trade and economic growth.

Mr Ruggiero must convince doubters that Brussels' backing will not make him a champion of narrow EU interests. Mr Salinas's origins may have wider appeal - but only if he can show clearly that he is not beholden to patronage from Washington.

Whether any candidate can meet all, or most, of the requirements on the wish-lists circulating in Geneva and world capitals looks doubtful. But with more names likely to enter the race, the pace of international wheeling and dealing is set to quicken. The final choice may call for all the negotiating skills and talent for last-minute compromise

An agenda for full employment



political agenda.

the Trades Union Congress 10 months PERSONAL objectives helping VIEW to raise full employment in the UK to the top of the

Tomorrow we take a step towards that objective when the TUC and the Employment Policy Institute, the independent think tank, host a conference that brings together the employment spokesmen of the three main political parties with the director general of the Confedera-tion of British Industry and other key figures, including representatives of the unemployed themselves. None of us underestimates the scale of the task. And I am sure all

will acknowledge that full employment is unlikely to be achieved in one country alone, not least one as dependent on international trade as

But there are some things which can be done to set us in the right direction. For a start I believe there

cent trend to get unemployment ago I was able to set down. We cannot create 3m jobs by as one of the organi- demand management alone and national action, but I do believe that this recently neglected weapon of economic management can play a substantial role. The conditions are now favourable with low inflation. excess capacity and European

recovery picking up.

However, at the heart of any policy for full employment has to lie a strong international trading sector. Without successful competitive companies we shall not be able to raise living standards and deliver quality public services. In Britain, we do have some

highly competitive companies. Almost invariably they pay well, train well and have good industrial relations based on an established relationship with trade unions. Some, like Rover, have turned themselves round in recent years with the help of the workforce. The first task then is to learn from these companies, to spread best practice

When I was elected is some more room for discretionary in terms of training, industrial relageneral secretary of management of demand. The econtions and the high standards of is not just the number out of work greater sense of social solidarity omy needs to grow above the 25 per health and safety which also char- but the number of people out of where those who can afford it acterise the best companies.

But we cannot rely on the comthere are obvious constraints on is a serious danger of reinforcing the growing social divisions with a well rewarded group of insiders, a growing number of working poor and a large pool of unemployed.

> At the heart of any full employment policy has to lie a strong international trading sector

It has been argued that one means of filling the jobs gap is for the working poor and jobless to lower their expectations and with them their wage rates. Pricing people into jobs has been tried over the past 15 years and the results are today's unacceptable divisions. In the interests of social stability we cannot afford to widen the gap between the insiders and the rest.

OBSERVER

The obstacle to full employment Finally, we need to generate a a year or more has not come down with it.

Practical measures to help such people back into work must be an essential element in a programme for full employment. The government's workstart scheme picks up a useful idea first put forward by Professor Dennis Snower to transfer the benefits of the unemployed to an employer who was prepared to take that person off the dole queue. This scheme deserves to be given a better chance than the pilots so far under way. Trade unions will support such schemes provided they are voluntary and can be shown to raise employment levels rather than subsidise jobs that would have been created anyway. Trade unions can and are playing a part in the pro-cess; in Barnsley, for instance, the trades union council is working with the local training and enterprise council in delivering help for the jobless.

work for a long period of time. As accept that it is their duty, and to unemployment has fallen in recent their advantage, to meet the costs petitive sector alone. If we do, there months the number out of work for of bringing back into society those who currently feel excluded because they do not have work and cannotsee an opportunity to get any mean-

Solidarity is a traditional trade union virtue. But the case for solidarity is not just a moral one; it is also an economic one. Left to themselves small and medium-sized firms will not train; they will only poach, and that worsens the inflation/unemployment trade off. We need a training levy to share the finances fairly.

We need co-operative arrangements not just to raise the skill of the nation's workforce but also to ensure that the benefits of productivity growth in the competitive sector are shared among the unemployed and the increasing numbers of low-paid people in precarious

John Monks

Bottoms up for Greece

You'd think Greece would have had enough of presidencies after recent events at Corfu. Not a bit of it. Now it's taken the helm of Black Sea Economic Co-operation

Set up by Turkey in 1992, B-SEC (as it's pronounced) has the tricky job of welding together 11 member states, some of which have severe bilateral disputes, not least war. Never mind. The members -

including Armenia, Azerbaijan, Russia and Turkey – are now establishing a Black Sea trade and development bank. Wasn't the European Bank for Reconstruction and Development set up for a similar purpose? Apparently even the EBRD's intended clients have overlooked its existence.

Previous B-SEC president was Alexandre Chikvaidze, Georgia's foreign minister and a tough act to follow, at least in the joke department.

Chikvaidze says he merits space in the Guinness Book of Records - as the only Georgian minister in living memory who relinquished a political post while sober and healthy.

Spot the director Early days yet, but stock market players might want to consider Observer's latest stock selection

toy. It's called a Paddy Linaker, after the boss of the M&G fund management giant, who steps down at the end of the month.

It works on the principle that Linaker is dead set against companies cutting their dividends and would not join the board of a company which he thought might do so. Thus Linaker's joining a board implies it is most unlikely to cut the dividend.

of the TSB and Fisons. Admittedly, Fisons shares should have risen on the announcement of Linaker's appointment - not fallen. Maybe that just shows the stock market. has got it wrong again. Any more of this contrarian

thinking and we'll all be in the SOUD. Where's the beef?

With the dollar plunging daily against the seemingly impregnable yen, a leading Tokyo hotel - the Akasaka Prince - has a dish to help dollar-denominated travellers look after both appetite and wallet. It is called, rather unenticingly: "\$10 beef bowl with cup soup". More temptingly, it's also "calculated

on today's rate of exchange". Last week the dish cost Y958, before tax and service. The week before the price was Y1,020. Sure, Y62 gets you little more than a used matchstick in today's Japan; but even a toothnick has its place - with, say,

www. purseer "We" We" It was a streetly.

So far he has joined the boards

How many performance stars have you got?"

BANX

the beef bowl soup.

Wind of change

■ Something peculiar is happening to South Africa's currency, the rand, mid-air over the Atlantic Ocean. It suddenly devalues from the rate offered by banks - R5.6 to £1 - to R12 to £1. Or at least, it does if you fly with British Airways.

BA cabin staff on the London-Johannesburg flight have been told that, with effect from July 1, the airline's duty free prices are calculated at R12 to S1. Thus a passenger on Saturday's flight

to London found his R130 were worth only £10.86. A sympathetic purser encouraged him to complain: "We don't understand either". Well, someone has to foot BA's recent legal bills.

Mercury rising

■ The heat is on the Press Association, PA has informed its customers that because no-one in Britain understands the Celsius measurement of temperature, it's reverting to Fahrenheit.

What about returning to other basics, such as bringing back long-loved British coins like the farthing, the sixpenny piece and the florin? Any chance of the half-crown making a comeback? Come to think of it, Prince Charles has been doing just that

Tunkie food

■ Some thoughts from Paul Preston, holder of a degree in Hamburgerology, chairman of the Employers' Forum on Disability, and chief executive of the UK arm of McDonald's, which is currently spending an estimated £1m on suing for libel two unemployed

people in London's High Court. Independent, April 30: "Think of the first Caribbean holiday you ever had. The second one was not so exciting, was it? And the third one even less so. Everything has

to be re-packaged and re-marketed." Sunday Telegraph, January 9 1994: "We cannot afford unhappy people because we have to have them coming back time after time." Independent. July 16 1991: "McDonald's isn't a job. It's a life." Financial Times, June 28 1985: Sometimes I think if you cut a McDonald's employee, he would bleed ketchup." Make mine a Burger King . . .

Swizz Cottage

■ London Underground's Customer Charter works, but madly. A colleague has received from the Tube two letters, delivered simultaneously, in response to a claim for a delayed journey in February. One letter apologised but said as the delay was caused by a possible bomb at Cannon Street station, there would be no refund, as security alerts are beyond the Tube's control. The second, signed by the same person, regretted the same delayed journey and contained a voucher for £1.30.

Dumb-struck

This one can hardly be pinned on Mossad. Yassir Arafat was yesterday rendered silent while visiting Gaza, his voice gone after two days of non-stop speechifying. Some Israeli politicians must be regretting they didn't let him home



FINANCIAL TIMES

Monday July 4 1994



EU to compile record of how ministers vote

By David Gardner in Brussels

The Council of Ministers, where European Union member states decide laws in secret, is to compile for the first time a central, public record of how ministers

The policy change is expected to be announced this week in a written response to a Financial Times request for a record on qualified majority voting (QMV)

hy ministers going back to 1989.
According to EU diplomats, the council letter will contain a final refusal of the request for voting records. But it will state that from now on, there will be a formal and open register of how ministers line up to legislate on behalf of 340m EU citizens.

The refired to disclose the voting record on more than 300 laws ssed in 1989-93 was the result of resistance by a German-led coalition of nine member states opposed by the Netherlands and Denmark. The UK in the end brokered a compromise.

The council's general secretariat in May turned down the FT's initial request for information. made under new provisions for

By Michael Lindemann in Bonn

The final hurdle blocking the sale

of the German postal and tele-

communications service, the

country's largest privatisation

yet, was cleared at the weekend

when management and unions

agreed a pay and benefits pack-

After four weeks of acrimoni-

ous negotiations, the agreement

allows for the final passage of legislation approving the privati-sation of the postal and telecom-

munications service at the begin-

ning of next year. It also marks

an end to a string of nationwide

postal strikes which delayed an

estimated 70m letters and pack-

The opposition Social Demo-

cratic party (SPD) had said it

would use its majority in the

Bundesrat, or upper house, to

overturn a recent vote to change the constitution and approve the

public access to EU documents, claiming it "does not compile voting records". A second request forced an appeal, obliging the council under the new rules to reply before July 6.

Member states, meeting under the council's general affairs group on June 17, withdrew a second rejection of the reque when the Netherlands and Denmark vetoed it and the UK switched to join their side.

The draft rejection letter asserted that "the council is not in possession of any such statistics" on QMV. The votes are recorded, but in the minutes of ministerial meetings, which the council refuses to rele At further meetings of the gen-

eral affairs group on June 23, and of the 12's ambassadors to the EU on June 30, the Dutch and Danes called for a full debate at ministerial level. But "there was nothing

approaching a serious 'yes'," one EU diplomat says, as the German-led majority, flanked by lawyers, stood fast.

The council's legal defence appears to be that there is no single document recording QMV

for German postal sell-off

on Saturday guarantees the present wage brackets until mid-1996

and also makes provisions that

will bring the status of employ-

ees in eastern Germany in line

with standards in western Ger-

many. A negotiating team repre-

senting the three companies said

it had gone to the "limits of what

was managerially responsible" as

pressure grew to keep to the pri-

on January 1, 1995: Deutsche

Telekom, Postdienst (the postal

service) and Postbank, the bank-

The postal sale is the centre-

piece of a privatisation drive by

Chancellor Helmut Kohl's Chris-

tian Democrat-led government

which recently agreed to reduce

its 51 per cent stake in Luft-hansa, the national carrier, and

reform the railway company,

further efforts to

The state-owned service which employs 670,000 people, will now be turned into three companies

vatisation timetable

ing arm.

Pay package clears path

Private sector offered role by sure from two questions to the government on QMV in the House of Commons. The first was Clinton

By Nancy Dunne in Washington

future. The UK was under pres-

answered by Mr David Heath-

coat-Amory, Foreign Office minister, on June 27, saying "the UK

is arguing that the response to the Financial Times should be as helpful as possible." A second is

Participants' accounts of the

three council meetings since

June 17 on the issue make clear

that the main underlying fear

about going into the past record on QMV is that ministers could risk being accused of misleading

the public and/or their national

The council reply to the FT now being prepared will make clear that "the council often

takes decisions without a formal

vote where it is clear that the

The new policy should bring with it some changes in the hab-

its of the secretive council. As

one EU diplomat points out, "the way people vote often depends on

whether they know it's going to

turned into a state-owned com-

pany at the beginning of the

However, the German Postal

Union (DPG), a determined oppo-

nent of privatisation since it was

first proposed in 1989, had

demanded that management

guarantee all employee benefits

following privatisation. These

include around 100,000 subsidised

partments, money towards new

shoes for postmen who wear out

their soles on postal rounds and

the right to a cold drink in tem-

peratures hotter than 26 degrees

for renegotiation in mid-1996 but

there are fears that a series of

other agreements between the

government and the SPD may

make it difficult for Deutsche

Telekom, the first of the three

companies which will be fully privatised, to match the perfor-

Many of these benefits are up

required majority exists".

still to be answered.

The Clinton administration is planning to give the private sec-tors of North and South America an unprecedented role in constructing the policies governing the economic integration of the two continents.

This will begin with the presen tation at the Miami Summit of the Americas in December of an action plan for liberalising trade md harmonising business regula tions. The plan will be based on a white paper which the adminis-tration has requested from US business organisations and their Latin American counterparts.

Senior administration officials are currently criss-crossing South America meeting government ministers to draw up the summit's agenda.

Mr Ron Brown, US commerce secretary, who returned at the weekend from a trip to Brazil, Argentina and Chile, said he had asked ministers to request partic-ipation from their business sectors. He plans to write to the governments of the other countries involved in the summit to request similar input.

When President Bill Clinton in March this year announced plans for the first summit of democratically elected leaders in the Americas, he promised that labour and non-governmental organisations would have a role in planning the agenda.

A successful summit, laying out long-term plans for closer integration of the American economies as a means of shoring-up democracies, could provide some rebuttal to the administration's detractors. Mr Clinton has been widely criticised for the the absence of a broad vision in postcold war foreign policy.

Mr Brown, speaking on his flight back to Washington, said the Miami summit would be followed next spring by a hemi-sphere trade and commerce forum hosted by him and Mr Mickey Kantor, the US trade representative. This would be the start of an annual process reviewing the action plan and adopting new measures to ensure economic growth and integration

While in Chile, Mr Brown reiterated US commitment to work on a free trade pact with Santiago. Canada and Mexico still had to be consulted on whether it was to be a bilateral pact or an enlargement of their North American Free Trade Agreement

with the US.

US and Chilean officials have been studying each other's trade regimes in preparation for talks which must wait until Congress has given the administration new "fast track" trade negotiating authority. This was requested by the White House along with the implementing legislation for the Uruguay world trade round.

for managemen

CBS/OVC

CBS, the leading US broadcaster, could clearly do with a bit of sizzle. And Mr Barry Diller, chairman of cable television shopping channel QVC, could probably provide that. So the idea of putting the two groups together has appeal. But the question rival media groups and their investment bankers will have probably spent much of the weekend asking is whether there is anything unique in

Mr Diller's wizardry. The answer is probably no. What CBS lacks is experience in marketing its programmes and powerful brand name outside its traditional broadcasting market. While QVC has those skills, so do other cable TV and entertainment groups such as Walt Disney and Mr Ted Turner's Turner Broad-casting System. Their philosophy, like

Mutual disadvantage

THE LEX COLUMN

Mr Diller's, is to make programmer

and sell them in as many different

formats, packages and geographical markets as possible. A battle for CBS on the lines of the

\$10hn battle for Paramount, which Mr

Diller lost, is therefore a distinct possi-

bility. Much will depend on legal and regulatory issues. Would CBS be required to consider a rival bidder

since the deal has been structured as a merger not a takeover? How easy would it be for rival bidders to get

regulatory clearance given the com-

plex restrictions on cross-media own-

ership? CBS is such a prize that it

seems hard to believe such barriers

will prove insuperable. Moreover, if

rival bidders are prepared to pay

handsomely, Mr Laurence Tisch, the 71-year-old CBS chairman, who also

owns 20 per cent of its stock, may not

even want to deter them.

The government's proposed changes to the Building Societies Act due to be unveiled this week seem set to give societies more flexibility to raise wholesale funds in the money market. It is less likely – especially while the Lloyds bid for Cheltenham & Gloucester remains subject to possible appeal - to propose much by way of reform of the industry's traditional mutual structure. That is a pity because deregulation of funding will only accentuate the anomaly of pres-

ent arrangements. Supporters of mutuality argue that it offers choice and works effectively. Yet it also creates many problems. Why should a small depositor gain nediate title to a share in reserve built up over many years? Since such title exists, why should members have difficulty realising its value? The mutual structure makes even friendly takeovers by outsiders exceedingly difficult, so there is no market for corporate control and limited accountability

Above all, the mutual structure should not be impregnable. The real problem is finding a way of achieving this without risking destabilising flows of savings. One solution might be to weight voting rights according to duration of membership. That would reflect the appropriate share of individual building society members in accumulated reserves. Predators would have to pay most to members with the longest-term interest in the society. If they have stayed around out of satisfaction with their society's ser-vice, they might also be those least inclined to take the money and run.

Electricity

After a 7 per cent rise last week, the regional electricity companies have regained all the ground lost relative to the equity market earlier in the year. The reasons for this sudden change of sentiment are hard to pinpoint; full year results and dividends at the top end of expectations, combined with thin trading activity, are the most likely explanations. But there is no new reason for optimism about the forthcoming regulatory review of elec-tricity distribution. One-off price cuts averaging perhaps 20 per cent and annual reductions of 3 to 4 per cent below the rate of inflation still look

likely. In April this prospect was enough to send the sector into a spin. True, the latest set of strong results has allowed dividend cover to be increased by rather more than expected. If the same can be achieved this

have more freedom for manocuvic on dividends once the tougher regulatory regime starts to bite. The companies also used the results season to foster optimism about their ability to deliver cost savings. Shareholders will feel the benefit if efficiencies beyond those demanded by the regulator can be delivered.

Even taking these factors together is difficult to argue that the outlook for dividend growth has been trans-formed. But the bulls and bears of the sector are separated by shades of optimism about whether the electricity companies can build enough dividend cover and cut costs fast enough to offset the coming regulatory squeeze. The pendulum of opinion could have as easily swing back the other way.

If the stock market is any guide Britain's shopkeepers have shrugged off tax rises and are expecting consumers to carry on spending with abandon. Since February, the stores sector has been among the market's most resilient. That may partly reflect negative reasoning: investors have viewed stores as a safe haven as storms have raged in other markets. Marks and Spencer, Boots and GUS, which account for 60 per cent of sector capitalisation, are dependable stocks with cast-iron balance sheets, high quality earnings and marginal over-

But the other great appeal of shops is they are seen as a good hedge against inflation. That was undoubtedly true in the 1970s but it might not prove to be the case today. In mature competitive industries, modest infla tion is hard to pass on to customers as the grocery industry has already shown. Retailers' earnings will be squeezed by other pressures, too. Many groups have announced big investment plans, threatening to aid capacity in excess of sales volume growth. Landlords will also become s generous with rent discounts while foreign entrants to the market

are turning up the competitive heat. The stores sector undoubtedly has great potential for generating surplies cash. That raises the possibility of ityidend increases or special pay-out But the sector would have to raise collective yield substantially to matth the market average. It is also some what quirky for retailers to stand or both earnings and dividend premiums

and unions came to an agree-

Arafat Continued from Page 1

ment slogans. "Rabin is a Traitor! Don't give away the land of Israel to a Hitler," shouted one teenager, accusing police of being

The demonstrations, however, appeared to be fizzling out. Several cabinet ministers said yesterday that Mr Arafat's visit had furthered the peace process and helped to reassure Israelis.

City seeks economic plan

ment. The package agreed early Deutsche Bahn, which was

business from the former Soviet bloc countries. The Central and Eastern European Trade Centre will offer research, consultancy and translators for con

and trade missions. Both moves reflect the growing leadership role being adopted by the corporation in bringing business to London

Continued from Page 1

eaknesses to be explored are London's expensive image and worries over the effects on business of the government's attitude to closer European integra-

The strategy will include an action plan for improving the attractions of the Square Mile as a location for the headquarters

图》

setting up an office to attract



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Europe today

The high temperatures will continue for much of Europe. Parts of Germany and Luxembourg will be exceptionally warm with readings locally above SSC. These moist and tropical conditions will bring several thunder storms to France and Belgium, and later over the Low countries. The coas areas of these countries will also have sea breezes, low cloud and some patchy mist. Cooler air from the Atlantic will arrive over the British Isles bringing cloud with some outbreaks of rain especially in the north. Northern Europe will have suriny, dry and

The Mediterranean region will have hot and mostly sunny conditions with only a few

Five-day forecast

Western Europe will remain sunny and mostly dry. Dry and stable conditions will persist in Scandinavia where temperatures in the south will rise above 25C. Eastern Europe and the Balkan states will remain hot with temperatures between 30C and 35C. Thunder storms will develop over Greece, perticulary in the afternoon and

TODAY'S TEN





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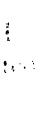
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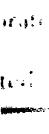


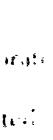




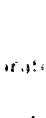












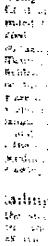












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MARKETS

Tokyo had everything last week. And despite all

that the yen finally reached parity with the US cent. The markets paid little heed to the country's

increasingly surreal political developments, but the

MARTIN WOLF:

Although it has not been hit as hard as other

countries, Japan's government bond market has not been spared during this year's worldwide

currency volatility, a heavy supply of new bonds

and political uncertainty have combined to push

to a high of 4.6 per cent last week. Page 22

bond yields up by about 1.5 points since January

London: The stock market is looking forward to this

morning - effectively the start of the third quarter of

1994 - with more optimism than seemed possible

only a week ago.
Italy: July marks the beginning of the summer
holidays for many italian companies. But this year it
also marks the end – or nearly the end – of a

frenetic four or five weeks of globe-trotting

EMERGING MARKETS:

COMMODITIES:

STATISTICS

FT Guide to currencies 21

presentations by Italian executives, trying to sell

their new issues of shares to international investors.

Hungarians, Budapest's brokers among them, call

the summer the cucumber season, when nothing much happens. But Hungary's securities houses are far from vegetating. Page 21

Foreign exchange markets look set for a bumpy

whether G7 countries come up with a concerted

Representatives of coffee producing countries will

gather in Brasilia, the Brazilian capital, on Thursday

to undertake the relatively pleasant task of deciding how to manage a bull market. Page 20

Life assurer United Friendly has started legal action

over its purchase of Acuma, the UK pension

from American Express. Page 18

INTERNATIONAL COMPANIES:

financial consulting and life insurance company,

Mexico's government has proposed a sweeping

liberalisation of its long distance telephone market

ride this week as traders watch anxiously to se

plan of support for the dollar. Page 21

tumble in bond prices. Signs of economic recovery,

The US is determined to get

protection of labour standards

incorporated into world trade law.

Martin Wolf argues that this demand lacks justification, will not

be honestly enforced and would

not help the poor if it were to be.

yen was another matter. Page 20

GERARD BAKER

GLOBAL INVESTOR

FINANCIAL TIMES

COMPANIES & MARKETS

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WORD PROCESSORS PRINTERS COMPUTERS

Monday July 4 1994

■ Multi-millionaire bond trader sees himself as victim of smear campaign

Jett joins battle with **Kidder Peabody**

As Joseph Jett sees it, it is largely about race. Two and a half months after he was sacked from Kidder Peabody after alleg-edly mounting a \$350m trading scam, the black trader is beginning his fight back - and out to paint himself as the victim of a

smear campaign.

"They depicted me as being an urban black criminal," Mr Jett says now of Kidder and its parent, General Electric. "That is something I rail against I have never in my life

attempted to use my race as an advantage. I cannot allow it to be used as a weapon against me -and that is what Kidder and GE's ... public relations blitz was." The continuing saga of Joseph Jett is proving baleful for Kidder. The revelation in April that the firm's profits had been overstated

in earlier years by \$350m - ficti-

tious profits that the firm claims

bond trading - touched off a deeper scepticism on Wall Street about the security firm's health. That resulted at the end of last month in the departure of Kid-

tive, Mr Michael Carpenter. The Joseph Jett affair is unlikely to end there. He will not discuss the specific allegations that Kidder has lev-elled against him, but it is clear that the former trader will try to

der's chairman and chief execu-

implicate other senior executives. Referring to management over-sight of his trading strategy, Mr Jett says: "Kidder is one of the flattest organisations on the street. The management is direct, it's right there. The things that made Kidder strong - the flat-ness of the organisation - meant that management had to be

involved." The rise and fall of Joseph Jett is a story with a moral - whatever your point of view. Accord-

ing to Mr Jett himself, an articulate, Harvard-educated 36-yearold, it is all about how powerful corporate interests gang up on an outsider when a scapegoat is

Kidder was losing money, and needed to blame it on someone,

he says. According to many observers on Wall Street, it is about what happens when an ambitious securities firm with lax controls gives too much power to a trader with a chequered past. Mr Jett was made redundant from two previous trading jobs, yet was made head of Kidder's government bond desk after only two years with the firm.

In an interview last week, Mr Jett attempted to dispel such notions.

Comparing himself with Mr Mike Vranos, the Kidder mort-

gage bond chief whose continued on Page 19



through Joseph Jett - We were that big, we were that powerful'

Gencor to reveal details of Shell deal

By Kenneth Gooding,

Details of the long-awaited, \$1bn deal for Gencor of South Africa to buy the Royal Dutch/Shell group's mining and metals operations are expected to surface this

Gencor is already heavily involved in mining and metals in South Africa – producing gold, platinum, coal, and alu-minium among other things – and the Shell transaction, involving assets mainly under the Billiton banner, is designed to make it an equally important player on the international stage.

However, negotiations have been dogged with difficulties. First, Shell insisted on an early announcement in May last year after Gencor made its unsolicited approach. Since then various deadlines have passed because untangling the assets Gencor wants from other Shell operations worldwide took more time than expected, and because of the comlexities of Gencor's financing problems. Gencor originally intended to acquire

the Billiton assets, which then had a book value of \$1.8bn, merge them with its own operations outside South Africa as well as its R1.5bn (\$410m), 50 per cent stake in Richards Bay Minerals in South Africa, and to float the new group in London. It was considering taking on a partner or partners to help finance the deal.

within Shell. Low metals prices and restructuring charges sent its net losses to \$142m last year, from a \$75m loss in

And during the course of negotiations two important assets were ruled out of

Shell decided to go ahead with the flotation of some of its Australian mining assets, a move being considered before Gencor's approach. These assets, including Shell's 30 per cent stake in the lucrative Boddington gold mine in Western Australia, are expected to raise about A\$400m (US\$294m) and Gencor said it

could not match that price; Shell also put its one-third stake in the Collabausi copper project in Chile up for auction after Minorco, the cash-rich subsidiary of Anglo American Corporation of South Africa, indicated it would exercise its pre-emptive rights to the holding.

This was disappointing for Gencor as the US\$1bn Collabausi scheme is one of Billiton's better assets while the Australian operations would have provided valuable cash flow to help pay for the debt Gencor has arranged to raise outside South Africa with a consortium of banks. The Reserve Bank, South Africa's central bank, has approved outline debt arrange-ments as well as giving permission for Gencor to take its Richards Bay Minerals stake offshore.

Spanish telecoms group joins global alliance

Telefonica, the Spanish national telecommunications operator, has joined Unisource, the joint venture of the Dutch, Swedish and Swiss telecoms operators which last month forged a European alliance with AT&T, the largest US telecoms

The move came as the three founding companies announced initial steps to merge their international telecoms networks, and the Spanish government agreed to open Spain's undeveloped mobile phone market to competition.

With turnover of nearly \$11bn in 1992, Telefonica is far larger than its new part-Its strong international holdings - nota-

bly its telecoms stakes across Latin America - make it particularly attractive to AT&T and its European partners. Telefonica is expected to take a 25 per

cent equity stake in Unisource. Unisource was established two years ago by the Dutch, Swiss and Swedish operators as a means of pooling their efforts to exploit the growing market for one-stop international telecoms services.

Telefonica was attracted to Unisource by its successes in the multinational corporate sector, and by the desire to link up to a wider alliance as Europe's larger operators line up in rival transatlantic group-

signed a \$5.3bn alliance with MCI, the second largest US long-distance operator, and is set to compete fiercely with Telefonica in the Spanish market through a deal with Banco Santander, one of Spain's largest

The other transatlantic alliance is between France Telecom, Deutsche Tele-kom, and Sprint, the third-largest US long-distance operator. Unlike its Swiss and Swedish partners,

Telefonica is in the private sector. Its largest shareholder is the Spanish state with a 32 per cent holding.

Reversing Telefonica's long-standing opposition to early competition in the panish telecoms market, Mr Candido

Velazquez-Gaztelu, its chairman, said: "We

support the Unisource policy toward opening telecommunications markets within The Spanish government has taken the first step by abolishing Telefonica's monopoly over mobile telephony. Competitors will soon be invited to hid for a second licence to operate a digital cellular

network. The Dutch, Swedish and Swiss national operators have decided to strengthen their existing Unisource alliance by progressively merging their international networks, with the aim of securing a fifth of worldwide telephone traffic by

Eurotunnel pessimistic on share inquiry

By William Lewis in London

Eurotunnel's investigation into the alleged downward manipulation of its share price ahead of the pricing of its £858m (\$1.3bn) rights issue is likely to prove

company. Its efforts have been hampered by French secrecy laws which mean details of any market manipulation are unlikely to emerge. "I don't think we will ever find the smoking gun," said Mr Stephen Walker, Euro-

tunnel's company secretary.

Last month the company issued Section 212 notices to British and French financial institutions to discover if underwriters had sold shares they did not own to buy them back later more cheaply. Eurotunnel believes any large-scale shorting was done in Paris but the details that several French-based institutions have given in their 212

returns are very limited. Banque Worms, for example stated it did not own or have an interest in any Eurotunnel shares but held about 9.5m on behalf of approximately 2,000 cli-

"French law imposes banking secrecy obligations which prevent us from giving you further information in the absence of authority from our clients, Banque Worms said.

Exact movements of shareholdings in the run-up to the rights issue announcement on May 26 will emerge in about six weeks once NatWest Registrars has computed all Eurotunnel share trading details. However summaries of the 212 replies from UK underwriters indicate the report is unlikely to yield many clues.

SG Warburg, for example, states it had a short position in Registered Units at various times from March I to June 9, but over the period its holding was broadly level.

Only amongst non-underwriters is there evidence of largescale shorting and selling in London. NatWest securities reveals it was a large seller of Eurotunnel shares over the rights issue period. In its 212 reply dated June 23 Morgan Stanley declared that it had a "short nominee interest" of 7.6m

shares. The 212 notices were issued after the Commission des Operations de Bourse, the French stock market regulator, began an investigation.

This week: Company news

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Test of momentum as big issue comes to market

Italian and international institutional investors will know tomorrow how many shares they have been allocated in the biggest Italian privatisation so far: the sale of 51 per cent of Ina, the state-owned insurer, which closed last week.

Small investors - more than 400,000

of whom applied for shares – should hear about their allocation by Wednesday morning, when dealings will start on the Milan and New York stock exchanges, and on London's SEAQ International. The Italian treasury, which owns 100 per cent of Ina, expects to raise more than L4,800bn (\$2,99bn) from

the sale, making it by far the largest

privatisation yet attempted, and the first under the new government of Mr Silvio Berlusconi. Investors and analysts are watching carefully to gauge the success of the issue, which was prudently priced at L2,400 a share, towards the lower end

of the range originally suggested by

The treasury closed the public offer for shares, which had been sold through the banking network, last Tuesday, three days ahead of schedule. In view of the recent turbulence on Italian and international markets and

suggestions that the Italian public may be weary of large flotations, advisers to the government will be hoping for lively trading on Wednesday as an indication that the momentum of previous issues is being maintained. in the autumn. Mr Beriusconi expects to return to the market with offers of shares in Stet, the telecommun-ications holding company, and Enel,

the electricity generator.
Some 1.3bn shares were intended for the retail investor, 190m for Italian institutions, 250m for international institutions, and 130m for the US. aithough the actual figures will not be released until Tuesday.

Share price relative to the

Spotlight falls again on cash mountain

Analysts are expecting a modest advance in pre-tax profits at GEC, the UK defence electronics group, for the year to March, with forecasts ranging from £875m to £900m (\$1.4bn) compared with the £863m made in 1992-93. The group's perpetually rising cash mountain is expected to have grown even bigger, possibly reaching £2.5bn compared with £2.2bn.

The backlog of orders is also expected to look healthy, possibly topping £13hn, compared with £12.3bn last year. Although it came too late to affect the forthcoming figures, the company recently announced a large train construction contract in South Korea for GEC-Alsthom, its joint venture with Alcatel Alsthom of France.

The market will be watching

carefully for any announcement from

Lord Weinstock, the managing director, about how he intends to spend the cash mountain; and also about how long he intends to continue working after his 70th birthday on July 29. Mr Brian Rusling, technology analyst at Yamichi, whose profit forecast is at the lower end of the range, said: "I would be a little cautious about current trading conditions. The real attraction is the yield on the final dividend." At Friday's close of 288p. the yield was about 4.5 per cent, above the FT-SE 100 average. The consensus

forecast for the dividend is about 10.8p,

a slight increase on last year's 10.3p.

OTHER COMPANIES Mannesmann faces shareholder grilling

Mannesmann, one of Germany's largest industrial companies, is likely to face some testing questions from shareholders on Friday concerning Mr Werner Dieter, the chief executive who is being investigated by the state prosecutor for "activities likely to harm the company." Mr Dieter allegedly obliged Rexroth, a Mannesmann subsidiary, to buy hydraulic machinery at inflated prices from Hydac, a company largely owned by his family. The state prosecutor in Düsseldorf last week opened an investigation and Mannesmann, which reported a 1993 turnover of DM28bn (\$17.1bn), has commissioned KPMG, the auditors, to conduct a separate enquiry. There are growing doubts that the 64-year-old Mr Dieter, chief executive since 1985, will now be elected chairman of the supervisory board as planned. Mr Dieter has described the charges as "laughable" and said they were leaked by the company to wreck his election

to the supervisory board. Ciga: On Wednesday the Italian hotels group holds its annual shareholder meeting in Milan, amid continuing uncertainty about the intentions of ITT Sheraton of the US, which holds more than 14 per cent of the company's shares. ITT tried to win control of the heavily indebted group earlier this year, edging out the previous front-runner, Forte of the UK. But that plan failed when

CBS

CLT

shareholders unexpectedly subscribed to a rights issue, which was supposed to fail and deliver Ciga into ITT's hands via its creditor banks. The Italian stock market authorities must now decide whether the US company has effective

control of Ciga. ■ MFL: The UK furniture group is expected today to announce a big increase in full-year, pre-tax profits from £40.2m to about £70m (\$106.4m). Analysts raised their forecasts from about £60m after MFT's interim results in January, when it disclosed a much stronger performance in the January sales than in 1993. They are keen to hear from MFI whether the

improvement has been sustained. Securicor: Increased profits from Cellnet, the cellular telephone network operator co-owned with BT, should help Securicor push interim profits beyond last time's £29m (\$44m) when it reveals its results tomorrow.

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Companies in this issue Açuma OVC American Expres Robert Fleming Hidas Ball (AH) Rothschild (NM) BankAmerica. Biogen

This announcement appears as a matter of record only



Koninklijke PTT Nederland NV

Offer of 138,150,000 Ordinary Shares by The State of The Netherlands at NLG 49.75 per Share



N M Rothschild & Sons Limited acted as financial adviser to The State of The Netherlands

June 1994

Independent expert sought to rule on Acuma buy from Amex

Utd Friendly action over purchase

United Friendly, the life and general insurance company. has started legal action over its chase of Acuma, the pension, financial consulting and life insurance company, from American Express

In a summons issued in the High Court last week, United seeks the appointment of an independent expert to rule on how much it should pay Amex

United announced last October that it was buying Acuma Financial Products and Acuma. It made a payment on ccount of £11.4m in November but in February wrote to Amex saying that it disagreed with the preparation of Acuma's

Cade, a partner in Arthur Andersen, the accountancy firm, nominated for the role by the Institute of Chartered Accountants in England and Wales, to help adjudicate on the final amount it should pay. The two sides have already greed on the appointment of Mr Duncan Ferguson, an actu-ary at Bacon & Woodrow, to

help resolve other differences. United says that the terms of its deal with Amex allowed for its seeking to alter the final purchase price after it had been sent Acuma's completion accounts and net asset value statement. United's summons states that they were received

on January 24. "The final purchase price for the deal is based on quite a lengthy legal contract and we have been discussing with Amex, effectively over the last six months, the interpretation of those terms," said Mr John Instance, chief executive of Acuma and a main board direc-

tor of United. "We feel that discus dragging on and our legal advisers just suggested that the use of a writ was a mechanism to expedite a final agree-

The summons states that on February 11 United wrote to Acuma Financial Services, an Amex subsidiary and a second defendant, listing its objections to Acuma's accounts.

Amex then wrote back but with the two sides unable to reach agreement, United says it is entitled under the original ment of a chartered accountant to rule on the accounting

In particular it wants Mr Cade to adjudicate on two areas of Acuma's balance sheet as of October 31, both relating to the calculation of net asset value. They are total assets less current liabilities, valued by Amex at £111.6m, and the long term business fund, stated

United's main business has been selling life assurance and general insurance to middle and lower income households. However by buying Acuma United gained access to up to 20,000 better-off households. In its annual report for the financial year to December 31

1993 Mr John Rampe, United's

chairman, described Acuma as "the most important strategic development during the year' Mr instance said yesterday said the dispute with Amex was not because of new bad debt provision for possible misselling of pension plans by

Acuma sales staff. "Acuma was doing things possistent with the rest of the industry. There have been no discoveries of anything we were not aware of before," he

are in the process of the reviewing the summons and we have no comment at this Pre-tax profits of United

Amex said on Friday: "We

dropped by £3m to £20.4m last year mainly due to a decline in motor insurance profits.

Robert Fleming chiefs paid more than £1.5m

Two executives of Robert Fleming Holdings, the investment bank, were paid more than £3.5m in the year to March 31 1994, while a third senior executive earned a little more than £im, according to the company's annual report. A further five senior executives received total remunera-

In addition loans to directors nearly doubled in the year, with £4.1m to 22 directors outstanding at year-end, up from 22.5m in April 1998.

Fleming saw pre-tax profits

tion of between £525,000 and

In 1992-93 the highest paid executive was paid a total remmeration of 2955,000, with the next highest receiving £815.000.

Overall, the total remuneration paid to Fleming's 26 executive directors in 1993-94 rose by 50 per cent to £12.4m, against £7.8m in the comparable period. Of that, £8.2m represented performance related pay. In the previous year, senior executives received a far more modest £4.1m in preformance related pay.

The annual report only details performance related bonuses to executive directors.

rise by 97 per cent to £209.9m although other Fleming officials also apparently received significant performance related

Mr John Manser, group chief executive, said last week that almost all of the increase of about £60m in administration costs represents profit-relate

The annual report shows that Mr Manser eres cised 30,000 of his stock options during the year, while being granted an additional 10,000. Mr William Harrison. chief executive of the investment banking division was granted the most stock options during the year, a total of

Glaxo reshuffles managers following Girolami move

Glaxo, the pharmaceuticals

company, has announced yet another management reshuffle. The moves follow the decision by Sir Paul Girolami, chairman, to hand over executive responsibilities to Sir Richard Sykes, deputy chairman and chief executive, last month Mr Neil Maidment, who controls the Asian-Pacific, African and cease being a non-executive director in September. and Middle East markets will

Sir Richard, who was research and development director until last year, is passing responsibility for R&D to Dr Franz Humer, chief operating officer. Dr Humer will also have responsibility for the technical directorate, mostly manufacturing and quality assurance, and Latin America.

kets from Dr Humer. Mr Robbility for north America and Mr Hiroshi Konishi for Japan. All will report directly to Sir

Sir Mark Richmond remains director of research, and Dr Goran Ando, stays as director of group development and product strategy, but both report to Dr Humer.

NEWS DIGEST

Prudential sells Irish life assurance arm for £30m

Prudential the UK's largest life insurer, has sold its Irish life assurance and pensions company to Irish Permanent Building Society for £30m cash. Prudential Life of Ireland was already involved in a joint venture with Irish Permanent through Irish Permanent Life and Pensions, which sells pensions, investment and life products through the society's

The purchase was driven by the same factors that have led some larger UK building societies to set up their own life operations. Details of the deal will be given in the prospectus to be issued by Irish Permanent as it prepares to convert from a mutual organisation to

plc status in the autumn. Prudential Life of Ireland is among the country's 10 largest life insurers with 6.7 per cent of the individual regular pre

Rothschild to put Sizewell case

Nuclear Electric, state-owned electricity generation company, is to hire NM Rothschild to help it make a case for building a second pressurised water reactor at Size-

Yesterday the group described the merchant bank as "market leader in all areas of utility financing". It added that the funding of another

folk would replace all six of the reactor would be kept separate from the issue of privatisation, for which it has already hired Morgan Stanley.

Nuclear Electric, which will tomorrow report operating profits of about £760m for the year, said that privatisation remained its priority. But in the light of the government's nuclear review it needed to look at the future needs of the

One PWR at Sizewell in Suf-

old Magnox reactors that will be taken off line in the next 10 to 12 years. Last week the group outlined

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an option for financing a new Sizewell power station which would require an initial gov. ernment subsidy of up to fibn. This would help it to offer a rate of return, between 11 and 12 per cent, that would attract private sector investors to fund the rest of the £3.5bn cost.

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CROSS BORDER MAA DEALS										
BEDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT						
Charter (UIC)	Esab- (Sweden)	Electrical equipment	£390m	Charter continues restructuring						
St Jude Medical (US)	Unit of Siemens (Germany)	Medical aquipment	£325m	Strategic sale						
Hataland Nycomed (Norway)	Units of Starling Winthrop (US)	Diagnostics	£292m	Sanofi selling peripherals						
National Westmintstor Bank (UK)	Central Jersey Bancorp (US)	Benking	£195m	Expanding US ratal side						
Parker & Paraley (US)	Bridge Oil (Australia)	Oll & Gas	£180m	Ski increased again						
Blockbuster Entertainment (US)	Virgin Interactive (UK)	Computer services	281m	Increasing stake						
Heilkopter Service (Norway)	Bond Helicopters (UK)	Aviation	£75m	Creeting world's biggest						
Gerdner Merchant (UK)	Units of Morrison Restaurants (US)	Catering	266m	Doubling US business						
insas (Maleysis)	Power Corp (treland)	Property	249m	Conditionally agreed						
General Re (US)	Cologne Re (Germany)	Reinsurance	n/a	GR taking indirect						

AH Ball drops into losses

of £405,000 AH Ball, the civil engineer, announced a drop into losses of £405.000. compared with a profit of £406,000, for the year ended March 31 1994.

The main problem of the year was a substantial loss on three contracts which brought the gross profit margin down from 28.6 per cent to 14 per cent. This was reflected in a fall in gross profits from £1.76m to £1.19m on turnover up from £6.1m to £8.63m. There is no final dividend, as

forewarned, so the interim of 1p compares with a total of 3.2p. Losses per share came out at 3.87p (4.42p).

Kleeneze jumps 40% to £0.85m

Strong growth in its core home shopping businesses enabled rise in pre-tax profits from £606,000 to £849,000 for the six months to February 28, despite restructuring costs of £404,000. business which also incurred

Turnover was £40.8m.

At brings us great pleasure to inform you that the following people have been promoted, effective July 1, 1994.

Please join us in congratulating our colleagues

on these well-deserved promotions:

To Associate Director

To Vice President/Senior Manager

Margaret Cornog

To Assistant Vice President/Manager

Craig New

To Assistant Treasurer/Assistant Manager

FUJI CAPITAL MARKETS CORPORATION

A Subsidiary of The Fuji Bank, Limited

Evelyn Choi

Gary Lydon

Ginnette Porteous

Jonathan Astley

Pawan Chabca

from last year's lp.

eneze to report a 40 per cent The costs related to the retail operating losses of £324,000. Group operating profits were 21.32m (2621,000).

£2.87m from discontinued activities. Earnings per share came out at 4.71p (3.17p). No interim dividend is declared but the company intends increasing its final dividend

Storm placing to raise £2.3m

Storm Group, which is involved with intellectual property rights relating to toys and cartoon characters for the children's entertainment market, is raising a net £2.3m via a placing and open offer. It also announced the disposal of its magazine publishing interests.

shares, representing a 214 per cent increase in the issued share capital, at 15p per share with a 3-for-14 clawback. USM-traded Storm returned to profitability last year after two years of losses with a 1993

Storm is issuing 16.97m

pre-tax profit of £122,000 (restated £2,1m loss). Daily Mail rejects offer for Chiltern

Daily Mail and General Trust has rejected the offer by CLT, one of Europe's largest private broadcasters, for its shares in Chiltern Radio, which broadcasts in the north and the

DMGT, which recently acquired an 18.5 per cent stake in Chiltern, claimed that the offer significantly undervalued Chiltern's prospects. Luxembourg-based CLT has offered 242p per share valuing the company at £16.9m.

DMGT also announced that it was buying up to 9.99 per cent of Chiltern's shares in the market at 300p each. DMGT and European Media Associates, a company formed by DMGT with European Media buy up to 648,587 Chiltern

Chiltern said it planned to have talks with both DMGT

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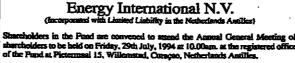
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Approval of the Report of the Board of Manag year from 1st April, 1993 to 31st March, 1994. 3 Approval and adoption of the balance steet as at 31st March, 1994 and of the statement of operations for the year ended 31st March, 1994.

March, 1994,

or such dividend as may be recommended by the United Kingdom distributor status for the Pund. sended by the Auditors as necessary to obta Election of the Members of the Board of Mans 6) Proposal by the Board of Management to amend the Articles of incorporation so

In order to attend the Meeting in person or by proxy and to have their votes registered at the Meeting, holders of beater shares must deposit their share certificates (or a deposit receipt for the share certificates) mentioning their names, addresses and

By order of the Board of Manag

- 9-ft - 11.14 44.00 44.77 61.01 45.00 40.00

The items on the assenda are:-

3) Ratification of the actions of the Board of Management for the year ended 31st

To declare a dividend of US1.50 per share for the year ended on 31st March, 1994

as to abandon share certificates in relation to registered abanes and to remove the ion for the issue of confirmation advices. A copy of the Agenda and a draft of the proposed amendments to the Articles of Incorporation as amended are available for Inspection by shareholders at the registered office of the Fund. Copies of the Fund's Letter to Shareholders concerning the proposal referred to in item 6 above are evallable from the Paying Agents an from the registered office of the Fund.

s at the registered office of the Fund not later than 22nd July, 1994.

Number 1,500,000 60,000,000 804,626.60 32,185,064 of 2.5p each £5,906,220 12 per cent. Convertible Unsecured Loan Stock 2005 Copies of the Listing Particulars relating to Bluebird Toys may be obtained during normal business hours (Saturdays and Public Holidays excluded) (1) from the Company Announcements Office of the London Stock Exchange, Stock Exchange Tower, Capel Court entrance, off Bartholomew Lane, London EC2 (for collection only) up to and including 6 July 1994, and (ii) up to and including 18 July 1994, from: Bluebird Toys PLC The Mulberrys Kembrey Park Sponsor: Smith New Court Corporate Finance Limited Smith New Court House PO Box 293 20 Farringdon Road London EC1M 3NH 4 July 1994 the global telecommunications industry. It provides both hard-to-obtain news and specialist analysis for the profes times each year, and is available only on subscription from



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COMPANIES AND FINANCE

E1.5m BankAmerica pays \$50m to cover losses at fund

By Richard Waters in New York

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BankAmerica has paid \$50.5m to cover losses at one of its money market mutual funds. taking to \$67.9m the cost of compensating investors for losses on volatile derivative-

On Friday, the Securities and Exchange Commission released a letter in which it indicated that several other money managers have shouldered losses on securities which the regulators viewed as unsuitable for money market funds

Money market funds seek to beat normal bank deposit rates by investing in short-term debt instruments.

There is an implicit understanding that investors' principal will not be put at risk - a factor which has encouraged some banks and others to bail out their funds in recent

BankAmerica said its funds had held structured notes issued by US government agen-

China exceeds Yn100bn target for debt finance

By Tony Walker in Beijing

China has exceeded its target of Yn100bn (\$11.5bn) for the sale of Treasury bonds to finance its budget deficit for 1994-95, the People's Bank

The bulk of the bonds sold carried two and three-year maturities, but other categories accounted for about 10 per cent of the offering - China's largest since the Revolution. Mr Zhang Jialun, a senior Ministry of Finance official responsible for the bond issue, described as a "very good trend" the strong demand for bonds this year: by June 30

Yn102.5bn had been issued. The two-year bonds carried a coupon rate of 13 per cent while the three-year paper yielded 13.96 per cent. China's budget deficit is fore-cast to reach Yn67bn in 1994-95,

while total liabilities, including domestic and foreign debt service, are expected to amount to

cies. The return on such instruments is tied to an external factor - for instance, the return on a stockmarket index. or the difference between short

and long-term interest rates. Depending on their structure, such instruments can result in a leveraged exposure to movements in financial mar-

BankAmerica did not provide details of the particular securities which led to losses in the two funds, the Pacific Horizon Prime Fund and Government Fund.

However, it said that these instruments, while permitted under the rules of the funds, had been unsuitable for the

The bank said all of the funds' structured notes had now been sold. The sale was prompted by quickly rising US interest rates, "a significant level of redemptions" by investors and indications from regulators that structured notes may be inappropriate for money market funds, it added.

In a letter at the end of last week to the Investment Company Institute, the mutual funds trade association, Mr Barry Barbash, director of the SEC's investment management division, outlined types of structured securities that could be unsuitable for all such funds.

These include inverse floaters (interest on which falls as market rates rise), leveraged floaters (which give a geared exposure to rate changes), range floaters (which cease to pay interest when a certain level is reached), and dualindex floaters (the return on which is tied to the relationship between two indices).

Recent interest rate rises have "caused the value of many of these securities to fall below par." Mr Barbash said. The SEC urged all managers of money market funds to

develop a plan to "dispose of the securities in an orderly manner, consistent with the interests of the fund's share

Minneapolis bank buys rival in \$750m deal

First Bank System, fast-growing Minneapolis-based bank, capped a string of recent acquisitions with an agreed takeover of local rival Metropolitan Financial in a deal valued at \$750m.

The acquisition in part signals the growing pace of US bank mergers ahead of inter-state banking legislation expected this year.

"We think the pace of consolidation will accelerate - that has had an effect on our acquisition strategy," First Bank Metropolitan strengthens

First Bank's position in the central corridor of the country, adding to its network in states like Minnesota, North and South Dakota and Wisconsin while extending its reach into additional states such as Nebraska, Kansas and Wyoming.

The all-share deal values Metropolitan at between 1.6

and 1.7 times book value, depending on the final terms. Based on its assessment that the merger will result in cost savings of 35 per cent at Metropolitan, First Bank said the deal would add marginally to its earnings per share in 1995

First Bank has made four acquisitions in the past 18 months to bring it additional assets of \$9bn, taking its total to \$25.6bn. Metropolitan will bring a further \$8bn of assets.

Like other regional bank mergers, the transaction is intended to bring down overall costs by reducing combined overheads and applying com-mon technology, while extending a broader range of products to the combined customer

Metropolitan, a savings bank, has traditionally relied on domestic mortgages, although it has expanded recently into consumer lending, which now accounts for \$1.6bn of its \$5.5bn of loans.

Concern grows over **Swedish**

By Graham Bowley

bond sale

Concern is growing over today's auction by the Swedish government of SKr6bn of new government bonds. This follows turmoil in the country's financial markets on Friday sparked by worries over the continuing rise in state debt.

The turmoil began after remarks made by Mr Björn Wolrath, chief executive of Skandia, one of Sweden's two leading insurance groups and one of the country's largest institutional investors, that the company had stopped buying government bonds in protest at the state of the country's finances.

Mr Wolrath said: "We are not going to buy a single government bond as long as the Swedish politicians do not have a trustworthy policy for reducing the budget deficit." Bond yields rose sharply on

Friday to almost 10 per cent, the Stockholm stock exchange fell 2 per cent and the Swedish krona fell against leading cur-Mr Malcolm Roberts, head of

global bond research at UBS in Loudon, said: "Sweden has the highest real yields in the world, along with Canada. Such high real interest rates imply an ever-increasing bur-den of financing and it is this combination of high real rates and a rapidly rising debt to income ratio which has the potential for a buvers' strike. which seems to be taking

Other insurance groups have said they would continue to trade in government bonds and senior officials at the Finance Ministry said they did not expect any short-term

It is feared, bowever, that the government will have difficulty in meeting its financing needs as a result of Skandia's

Sweden has the fastest growing debt among Organisation for Economic Co-operation and Development member countries, standing at about 80 per cent of gross national product at the end of last year, and a budget deficit of 13 per cent of

Mexico in telephone liberalisation

By Damian Fraser in Mexico City

Mexico's government has proposed a sweeping liberalisation of its long-distance telephone market from January 1997. promising to remove the most important barriers to competition.

The ministry of communications and transport has agreed not to limit the number of carriers that can offer long-distance services from 1997, after the exclusive concession enjoyed by Teléfonos de Mexico, the monopoly provider, expires. Any carrier that complies with governmentestablished requirements will be granted a licence.

Long-distance carriers will be allowed to establish their own local networks that will enable them to bypass Telmex altogether when offering long-distance telephone service. Telmex had strongly opposed this.

The Mexican government has come down on the side of competition," said Bette Massick an analyst with SG Warburg "Telmex did not get what it wanted."

Telmex earned \$4.23bn from long distance and international calls last year, over half its revenues. It is by far Mexico's largest quoted company, with investors acutely concerned about the impact of competition on revenues, says Ricardo Peon of Baring Securities. In recent months MCI/Ban-

amex, Iusacell/Bell Atlantic, Motorola/Protexa, Grupo Domos, and Alfa among others have announced plans to offer long-distance services in ers to obtain long-distance licences have yet to be established, and officials predicted tough negotiations. Over the next few months it will be decided whether carriers will pay a fee for the licence, whether they will have any

non-commercial obligations,

and what if any regulations will govern tariffs. The prerequisites for domestic long-distance and international long-distance concessions are likely to be different. with Telmex fighting for tougher conditions for concessions to international services.

"The core issues are decided." savs Mr Santiago Levy, head of the government competition commission "We have a good start to constructing a competitive telecommu-

nications market in Mexico."

Under the proposed intercon-

nection plan:

Telmex will initially have to permit interconnection between long-distance and its local service in 60 of the country's largest cities, and in 200 by 1999. Telmex will set interconnection fees according to the cost of providing the service, not discriminate against competitive carriers and separate the accounting of its long-distance arm from its

local service unit. Users will be able to pre-subscribe to any long-distance telephone service, rather than choosing one by dialing a spec-ified code, as Telmex had proposed. Allowing pre-subscrip-tion will enable Telmex's competitors to build up a solid client base, and establish a reputation for service, according to Mr Levy.

Biogen says drug will reduce disability in MS sufferers

By Paul Abrahams

Biogen, the US biotechnology company, expects to announce clinical trial results within the next four to five weeks which should demonstrate one of its drugs can reduce disability in multiple sclerosis patients.

It would be the first time a drug has been shown capable of reducing disability caused by MS, a degenerative disease, which affects about 300,000 people in the US and as many as 400,000 in Europe.

The two-year clinical trial involving 300 patients is designed to show the safety and effectiveness of Biogen's beta-interferon treatment. Mr Jim Vincent, chairman, said the trial was designed to show patients.

At present, the only licensed product for multiple sclerosis is Betaseron, Schering's treatment. This can slow nerve degeneration and cut the frequency of attacks, but has not been demonstrated to reduce

The drug, which was launched last year, has had to be rationed because of huge demand. The product is expected to generate sales of DM560m (\$351m) next year, according to US brokers Morgan Stanley.

If Biogen's beta-interferon receives a licence, the company plans to market the drug on its own in the US and

the medicine measurably Europe, where the group reduces disability in MS believes it can cover the market with no more than 200 sales representatives.

In Japan, Biogen plans to license the drug to another company. Mr Vincent said the group was talking to several companies, both Japanese and multinationals in Japan, and a decision would be taken soon.

Mr Vincent said he did not expect Biogen would need to return to the capital markets during the launch of beta-interferon and Hirulog, a product that blocks clotting of the blood. However, he warned the group's profitability could be affected by the cost of finishing the trials and launching the two drugs simultaneously in

Ital-Thai **Development** prices issue

By William Barnes in Bangkok

Italian-Thai Development. which dominates the Thai construction sector, has set its initial public offer price for 25m shares or 10 per cent of the company at Bt175, valuing the company at \$1.72bn.

Analysts say the price, at the top of the indicated range of Bt150-Bt175, leaves little room for immediate trading gains after listing. Nevertheless Italian-Thai, south-east Asia's biggest construction company based in a country requiring decades of infrastructure development, will prove attractive to foreign and local investors. Subscription is on July 6-8.

Last year Ital-Thai made a

net profit of Bt1bn (\$40m) on

Joseph Jett joins battle with Kidder Peabody

continued from Page 17

bonus last year topped even Mr Jett's own \$9m, he said: "If you look at Vranos' progress and you look at mine, there is no difference - except that I'm older and better educated."

In Mr Jett's version of events, he also created Wall Street's biggest trading operation in stripped bonds, the spe-

cialised part of the fixed income markets in which he

"No matter what Kidder now says about me, besmirching my name. I took that operation

from having 3 per cent market share to I believe close to 40 ber of reports. per cent market share. No institution on Wall Street could do a strip trade without coming through Joseph Jett -

no one could. We were that big, we were that powerful." In such comments, there are echoes of another Joseph Jett - the aggressive, take-no-prisoners trader depicted in a num-

But Mr Jett now plays down such characteristics. That depiction - and the racial overtones of the attack - he likens to the case of OJ Simpson, the

US football hero charged with murdering his wife. Referring to an infamous magazine cover which has sparked accusations of racism aimed at Simpson. Mr Jett says: "It's like Time magazine darkening OJ Simpson's face. If you allow it to be said and done, perception become reality. You keep repeating it and repeating it,

and all of a sudden it's true."

JUNE 1994

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Global Investor / Gerard Baker in Tokyo

Tokyo had everything last Week the country that once set global standards for political stability saw the resignation of its third prime minister in a to be the first socialist in the effice for nearly fifty years; and the government he formed on, Thursday is perhaps the oldest coalition of unlike minds ever to sit in cabinet 10gether. And despite all that he yen finally reached parity

俄 5洲"。

with the US cent. to the country's increasingly surreal political developments, but the yen was another matthe Bank of Japan, which spent more than \$10km in an attempt to prop up the dollar. The BoJ does not wish to ride to the US currency's rescue with an interest rate cut.

This week the Japanese bond

market is nervously awaiting

the outcome of the struggle

between the bank and the cur-

Pency markets.

Behind the bank's reluctance to raise rates is a belief that the yen's strength is a temporary phenomenon. It has repeatedly argued that the economy is recovering from the recession. Favourable figures for first quarter GDP growth seemed to support that view. If the recovery continues, the Japanese trade surplus, the

key to the dollar's difficulties.

will decline as imports recover. Inflation, though not an imme diate risk, is still around the

The bond market has shared the BoJ's analysis. Bond prices have slumped since the start of year. Even last week, as the dollar fell, bond prices eased again slightly, and the yield on the 10-year bellwether bond reached a one-year-high at 4.6 per cent. But there are two reasons to be sceptical about the bank's prognosis, and to be bullish on bonds.

Unlike other currency crises this one is less about speculative flows in the yen's favour and more about real economic flows. The Japanese economy is running huge surpluses on both its current account and its capital account. Though the current account surplus shrank slightly in the first quarter — down from \$32bn to **230hn – it was more than offset** by the capital account, which orded a surplus of \$47bn in the first quarter, against a defi-cit of \$60m in the first quarter

investors have been pouring money into Japanese assets as other countries' stock markets have plunged. Though this cannot be sustained in the long term, it explains why demand for ven is so strong.

The recovery is far from guaranteed, especially with the yen obstinately high. Con-

corner, says the bank.



sumer spending is recovering anaemically. The current account surplus repres excess of domestic savings over domestic investment, and while savings are falling alightly, investment is still in

deep decline. Moreover, despite the central banker's typical caution, inflation is non-existent in Japan. International pressure will intensify for a monetary eas-

ing. Though the dollar's difficulties are global, it is the US-Japan bilateral trade relationship that is the greatest source of its weakness. A further cut in Japanese rates would as the economy and reduce the imbalance.

While the rest of the world's has been driven upwards bond and equity markets have

moved in tandem this year. Japan's have become uncoupled. The country is at the stage of the business cycle where the two can, for a while. move in opposite directions, as investors believe the as-yet-unrealised profits recovery will offset the impact of higher

So far this year, the Nikkei And no wonder. The wise investor who exchanged US almost exclusively by foreign

The ink was

not even dry on the agree-

ment closing

the Uruguay

Round of mul-

tilateral trade

negotiations

before the

Clinton administration came

forward with a new agenda,

one that is entirely its own. At

the top of the list, alongside

come labour standards. Mrs

Rafidah Aziz, Malaysia's

promptly responded that the

linkage of trade with labour standards "would, in effect,

provide a convenient cover for

Mr Robert Reich, US secre-

tary of labour, has justified US demands in an article in the

Washington Post, in which he

argues that "some labour

practices simply place coun-

tries outside the community of civilised nations. A consen-

sus list of 'core' labour stan-

dards will certainly proscribe

goods produced by prison or slave labour and by very

added the right to form trades

unions and bargain collec-

tively. Action against coun-

tries that violate such stan-

dards is, he insists, justified

Is it? Slavery is a red her-

ring in this debate. Prison

labour sounds equally dread-

ful, but what of the argument

that prisoners need to learn

useful skills and help support their families? What better

way can there be than for them to produce goods for

export? Provided wages and

conditions are in line with

those in the market, this

seems better than for inmates

a destitute Bangladeshi widow

Should the small children of

to rot in useless idleness.

on humanitarian grounds

trade protectionism"

redoubtable trade minister

trade and the environment

money. In the first three months of the year, foreign net purchases of Japanese equities were greater than in the entire previous two years. Domestic vestors remain uninterested. But in the past two months, the flow from abroad has dried up, and foreigners became net sellers in May, tempted by

have made a total opportunity gain of more than 40 per cent. With that sort of profit in six months, the foreign-led charge looks like fading. Optimists are pinning their hopes on domestic investors to take up the slack. But if they continue to stay away it is hard to see where the market's gains are coming from. Too many of the institutions had their fingers burnt last summer, when, bav-

on December 31 last year

since, as equities have risen by

20 per cent and the yen has

climbed by 10 per cent. The even wiser investor who liqui-dated UK equities in order to

buy the Japanese stocks would

through the floor for the rest of Individual investors, the motor behind much of the market's ascent in the so-called "bubble years", are still too shell-shocked by the subsequent collapse to venture away from safety of their deposit accounts. Even if there were a further cut in interest rates, it is unlikely that savings rates can fall much lower, and it is

unlikely that individuals

would be be tempted back into

ing missed out on a similar

Nikkel rally in the first half of

the year, they plunged in late

only to find the market drop

dollars for Japanese equities Banks would have gained more than 30 per cent in the six months

Japan's banks have made strenuous efforts recently to convince investors that the worst of their difficulties are over. This year they are claim ing that an aggressive policy of writing off bad debts in the past two years has paid off.
More than half the main "city"
banks claimed that their total problem loans had peaked in the year to end March

Low price!

One of the few problems they face which is not of their own making is the regulatory approach of the Ministry of Finance. Concerned about the effect of tax-deductible provisions on fiscal revenues, the MoF has in the past taken a miserly view of provisioning requiring banks to justify in detail every loan they plan to write off or provision.

But the MoF has now confirmed that in the past few months it has taken a more liberal approach to bad debt provisions, and banks' writeoffs are expected to increase

sharply this year. Banks' declared problem loans are, however, only a pro-portion of the total, since they do not include loans to companies in trouble which have not actually defaulted. Nonetheless, the MoF's new-found leniency will improve the knger-term earnings outlook for the stronger banks.

COMMODITIES

Managing a bull market

Representatives of coffee producing countries will gather in Brasilia, the Brazilian capital, on Thursday to undertake the relatively pleasant task of deciding how to manage a boll market

Delegates from the host country, Colombia, central America and Africa will be joined at the three-day meeting by US officials in talks prompted by the record-breaking surge in coffee prices that followed news a week ago that beans for the 1995-96 crop in

ducer by far, had been damaged by frost. Producer stocks available to dampen down the ensuing market surge - London futures prices rose by more than 40 per

cent - are mostly held in Bra-zil, estimated at 17m bags (60kg each) and Colombia, 5m The chief task of the meeting will be to decide how much of this should be released to the

market and on what time scale.

which future consumption may be damaged by the rise of prices to 7%-year highs and how to head off an excessive build-up in production that could quickly send the market from boom to "bust".

Before that meeting the world's coffee traders will be looking out for an official ent of the extent of the damage to Brazilian bushes. Analysts' "guesstimates" last week ranged between 5m and 9m bags out of a crop previbags. The higher figure would

world coffee production. With Brazil's coffee frost "season" having five weeks to run, weather forecasts for Brazilian growing areas will also be of more than usual interest. The most damaging frost ever to hit the Brazilian coffee industry was in 1975, on July 19. That reduced the following year's crop by nearly three quarters, but since then the bulk of the country's coffee planting has moved further north, and is therefore less

represent about 10 per cent of

Economic Eye / Martin Wolf

Protectionist standards



gross national product, it is, unions but highly restrictive industrial countries, except

for little Ireland. This leaves by far the most significant "right", that to bargain collectively. Stripped of its progressive gloss, however, collective bargaining is merely cartelisation of the labour market. Why is this a fundamental right, to be placed alongside free speech, the vote, or habeas corpus?

Mr Reich accuses critics of the sin of "laissez-faire dogmatism". On the contrary, they base themselves on experience. The chart shows the astounding rise of real wages in the export-oriented economies of east Asia. Does this perhaps reflect the ability of trades unions to push up wages, thereby producing what Mr Reich desires, "the

be forced to beg or starve, rather than work? Parents want what is best for their emergence of middle-class children. But if the children of economies"? The answer is no. As the World Bank says in the poor are to be educated. resources must be found to the study from which the chart is drawn, "Korea, Singapore, and Taiwan, China, sup-pressed independent unions. Malaysia has independent ents. So one test of US sincerity is the scale of its aid effort. At one fifth of 1 per cent of.

Japan do not intervene in labour relations. However, in Japan most unions are comnany based". Mr Reich talks of the expectation that labour standards should improve as economies develop. So they did, not because of unions, but because of rapid growth, full employment and specialisation on the basis of compara-

in the early stage of development, when massive migration of workers from the countryside to modern industry is required, strong trade unions virtually ensure, instead, the emergence of narrow labour aristocracies. Which country did better in raising labour standards in the 1970s, Korea, which repressed trade unions, but had export-oriented industrial growth at 15 per cent a year, or India, where a highly unionised, but stunted, advanced industrial sector grew at only 4.5 per cent.

Mr Reich does more than call for basic rights. He sugcountry's probity, that "lowwage workers should become better off, not worse off, as trade and investment boost national income". This is a peculiarly ill-judged sugges tion, since the US is one of the few countries to fail this test over the past two decades. Indeed, by continental Euro-pean standards it falls short on many criteria of how an advanced economy should treat workers. This demonstrates how intellectually fragile labour standards are, no that the US should sink in the European quagmire.

If the supposed rights are debatable, action against alleged abuses will be more questionable still. Most of these abuses will, after alk occur in areas that have little to do with trade. Action might be taken against Sri Lanka; but we know it will not be taken against China. Further more, before action them must be international agrement on the content of labour standards. Otherwise, it would just be bullying.

Is there anyone so naive a to the fore because of concern for the poor? It is, instead, a response to the adjustments imposed by the rapid growth of developing country exports, itself among the most effective ways to reduce destitution. If people doubt that this is the origin of the demand for imposition of minimum labour standards, they need only know that it is being pushed jointly by the US, where real wages have stagnated for two decades, and France, most outspokenly protectionist of

major industrial countries. It is a demand that lacks justification, will not be honestly enforced and would not significantly improve the lot of developing country workers pretence of helping the poor, the industrial countries pro pose either to undermine their competitiveness or impose protection against their exports. From the point of view of developing countries, this appears, inevitably and

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EMERGING MARKETS: This Week

The Emerging Investor / Nicholas Denton

Low prices and timelags fuel Budapest

brokers among them, call the summer the cucumber season, when nothing much happens.

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But Hungary's securities houses are far from vegetating. Since April hardly a week has gone by without a new public offering or private placement

of shares. Fotex, the private retail group, raised \$70m in April from international institutions in the largest equity issue ever by a Hungarian company. In June there were four significant offerings: Egis and Pharmavit in the pharmaceutical sector, Global TH, the retailer, and Graboplast the artificial leather producer.

In total, Hungary has seen new issues worth about \$300m since April. That may not sound a lot in western terms, but it represents more than a quarter of the Budapest market's capitalisation of Ft113.6bn (\$1.1bn) at the end of May, The burst of new issues, also,

Budapest's for the first time, has lifted time." In a sense, it was just a portfolio investment flows above foreign direct invest-

> Hungary, more than any of its east European neighbours, had put the focus of privatisation on trade sales of state companies to western multinationals. Foreign direct investment was \$2.3bn in 1993, taking the accumulated stock to more than \$7bn, about half of the total for the region.

However that success has, to some extent, crowded out financial investors. The Budapest Stock Exchange, the only bourse in eastern Europe when founded almost four years ago, is now dwarfed by its Warsaw and Prague counterparts. The wave of new share issues offers Budapest the chance to catch

Mr Andras Simor, managing director of CA Securities, the local Creditanstalt subsidiary and lead manager of the most new issues, said: "It is high

Ten best performing stocks								
Stock	Country	17/5/94 \$ close	Week on week S	k change %				
Eczacibesi Nac	Turkey	0.0784	0.0152	23.99				
Turkiye is Bankasi	Turkey	0.1440	0.0249	20.88				
Eletrobras (C)	Brazii	0.2146	0.0320	17.52				
Kordosa	Turkey	0.3280	0.0459	16.26				
Salctrobras (Pfd)	8razii	0.2145	0.0281	15.04				
Kordosa .	Turkey	0.2167	0.0427	14.98				
Aygaz	Turkey	0.3280	0.0263	13.99				
Light Services De Bectricade	Brazil	0.2144	0.0244	12.66				
Migros	Turkey	2.7840	0.2762	11.01				
Yapi Ve Kredi Bankasi	Turkey	0.0848	0.0080	10.41				

matter of time. "Four years have passed since companies became aware of the stock market," said Mr Jozsef Rotyls, managing director of the BSE. "It is less and less of a problem to have the necessary three

years of audited figures." Western industrial investors have also improved the results of many Hungarian companies to the point that the state can float its remaining stake. A core western owner with management control provides reassurance to passive investors. It does not always work that

spring were to have led up to a flagship public offering this autumn, of a stake in Matav, the telecommunications monopoly. But Deutsche Telekom and Ameritech, the German and US telecoms companies which bought 30 per cent of Matav last December,

way. The new issues this

blocked the transaction. There are, however, several cases of successful public offerings after a trade sale, like the brewery, Soproni Sorgyar, con-trolled by Brau of Austria and offered this April. And a growing number of private start-up companies like Pharmavit are mature enough to attract equity finance.

Hungary, in time, has also come round to the need to win popular support for privatisation by offering more state shareholdings to the public. A particular stimulus to the conservative government was the

	NEW	FQUITY	ISSUE	S	
Сотралу	Date	Dollar amount	%	Lead manager	P/E retio
Denublus	Jan/94	\$23.6m	29%	CA Securities	13.8
Pannonplast	Apr/94	\$18,3m	51%	CS First Boston	6.9
Fotex	Apr/94	\$70.0m	23%	CS First Boston	15.6
Soproni Sorgyar	Apr/94	\$18.4m	37%	CA Securities	8.6
Pick Szeged	May/94	\$23.5m	13%	Samuel Montagu	9.8
Pharmavit	Jun/94	\$35,9m	35%	Samuel Montagu, CA Securities	12.2
Egis	Jun/94	\$43.8m	29%	CS First Boston	7.3
Graboolast	Jun/94	\$13,5m	58%	GiroCredit	9.0

of the year powered the burst

of new issues but the issues

themselves were only able to

follow after a timelag. Hungar-

ian transactions have a long

lead time and issuers have to

wait until the spring so that they can present fresh annual

In spite of the worsening

environment, none of the

planned offerings was derailed. "We were on the wave of the

bullish market and technically

there is no way of stopping a

transaction once you start," said Mr Lotfi Farbott of the

Austrian-owned broker, Giro-

Credit. "There is a loss of pres-

tige if you pull out."
Moreover, all the issues were

fully subscribed and only one,

\$100m to a eventual \$70m.

results to investors.

parliamentary election in May, which it eventually lost to the Socialist party.

However, this spring has not been the most propitious to tap equity investors. Falls in bond markets and in the US dollar have dampened equity markets throughout the world.

The allure of eastern Europe's markets has faded, too. Warsaw, Prague and Budapest have all plunged from the dizzy heights they reached in February and March, proving that the region's bourses can submerge as well as emerge.

The BSE index, which leapt 78 per cent in a month to an all-time high of 2,190 on February 2, has since fallen back by a third. Nor do last month's three point increase in Forint interest rates and rising yields on government bonds augur well for domestic demand for

So why the increased activ-One reason is the time it

shares.

takes for new issues to get to market. The boom at the start American speculator, Mr George Soros, has invested in an expansion of the First Hungary Fund. Other active investors

include funds managed by Templeton, John Govett and Fidelity. "There are huge funds on the market. They have to spend the money and they buy everything," said a broker with a leading firm.

But the institutions say that they can take their time. "We are not going to pour the money in," said Mr Janos Barthat chief executive of CS First Boston Budanest, The CSFB fund plans to be only 60-70 per cent invested after the first

More clinching is the argument that Budapest, after falling from unsustainable heights, is cheap again. The Budapest market is valued at 14 times prospective earnings and many of the new issues have been made at a substantial discount.

Egis, for instance, was sold at a p/e ratio of just 7.3. All of the main new issues, except for Fotex, are trading above issue

the placing of Fotex, was scaled back, from a planned The prospect for further gains is limited in the immedi-Underpinning demand for ate term, however, precisely new issues are the emerging because of the new issues. markets funds set up at the They have siphoned off capital peak of the equity boom. Forefrom the secondary market. most among them is CS First Turnover in shares fell to a Boston's \$200m Central Euro-1994 low last week and the pean Growth Fund, launched in February. Quantum, conindex remains static in the 1400-1500 range.

World (288)

Latin America

Argentina (20)

Brazii (22)

Chile (12)

Peru (16)

Europe

Portugal (16)

Europe (49)

Korea (23)

Malayala (23) Pakistan (10)

Phillippines (11)

Asia

Baring Securities emerging markets indices

.149.98

98.85 145.60

81.40

73.43

143.21 127.93

113.00

214.32

Week on week

+6.59 -6.31

+0.71

-1.52 -0.07

trolled by the Hungarian-**News round-up**

Thailand

The acquittal of Sia (Tycoon) Song, an influential stock market speculator has prompted Thailand's Securities and Exchange Commission to consider setting up a task force to investigate the trading of suspected share cheats. The Police Department's

economic crime suppression unit, which investigates the activities of market manipulation, is felt to be technically weak and too open to political influence.

The two-year-old stock market watchdog lost its first prosecution case when one of the local courts - which are always reluctant to find against the socially that there was insufficient evidence to show that Mr Song Watchararirong and eleven associates had ramped the price of Bangkok Bank of Commerce shares in 1992. The House of Representatives committee looking into stock market regulation has suggested a task force similar to Singapore's Commercial Affairs Department, which has the power to subpoena witnesses and to confiscate

-0.27

+4.74 -3.40

+0.70 -1.75

-1.47 -0.09

Month on month

-8.84

-2.30

-15.40

-9.34 +10.64

-5.57

-1.55

■ Venezuela

Venezuela's equity market gave a negative reaction to the new economic and monetary measures announced by the government last week, writes Joseph Mann in Caracas. The Caracas stock exchange lost more than 10 per cent in the days following the

announcement, which included

transactions and prices as well

controls on foreign exchange

as the executive's assumption of extraordinary powers. Further bad news for investors came last Thursday when the administration of President Rafael Caldera assumed direct control over

the country's financial A 47 per cent devaluation of the bolivar since the start of the year has pushed prices of strong Venezuelar industrials down to the level

of "penny stocks". Over the first half of the year the Caracas stock index rose nominally by 24 per cent, however inflation remains a problem and could reach well more than 60 per cent by the year end.

 Emerging markets coverage appears daily on the World

Year to date Actual

+5.95

-29.91

-12.94

-10.95

+4.26

+21.70

-18.55

-8,67

-2.04

-8.66 -54.59

+16.62

-17.35 +1.17

CHI	DE	ICY	KAAI	PLETS

Market watches for dollar support

Foreign exchange markets look day, and the Bundesbank coundollar sensitive information. set for a bumpy ride this week as traders watch anxiously to see whether G7 countries come up with a concerted plan of

support for the dollar. While the release of US labour market data on Friday will be closely watched as usual, the prior focus will be on a plethora of important policy meetings around the

In Japan the Bank of Japan branch managers meet today and tomorrow, the Federal Open Markets Committee in the IIS meets tomorrow and Wednesday, the UK chancellor meets the governor of the Bank of England on Wednes-

FT GUIDE TO WORLD CURRENCIES

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cil meets the following day.

Crowning it all is the G7 summit which starts in Naples on Friday and continues over the weekend.

The weakness of the dollar, and its impact on financial markets and economic growth, will certainly be high on the agenda in Naples. But dollarbulls will be hoping for good news from the central banks

before then. Mr Jim O'Neill, head of global research at SBC in London, predicts erratic trading. He says the market has convinced itself that the G7 will try to help the dollar, and is likely to react sharply to any

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Mr O'Neill says a key issue is how the market is positioned. Based on the view that the market is probably reasonably square, he predicts that the dollar will trade in a DM1.56-DM1.61 range, while it could fall as low as Y95 against the

The market will be looking for clear evidence that leading industrial nations are prepared to take active and concerted measures to bolster the dollar. Some analysts have raised the prospect of co-ordinated interest rate changes.

The chances, however, are slim. In particular, few analysts would bet on the FOMC

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raising rates. Late last month Mr Alan Greenspan, the Fed chairman, said the inflation outlook was reasonable.

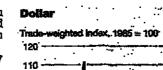
Mr Robert Thomas, currency strategist at NatWest Markets, commented: "Although dollar weakness does not help, this is as much product of expectations about Japan and Germany. The Fed may feel that raising US rates alone will not change these expectations and only risk harming a decelerating economy." The Bank of Japan has

repeatedly said that it is not planning to cut its discount rate from 1.75 per cent. While the Bundesbank may be more keen to cut rates, it is likely to

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Placing and Offer for Subscription sponsored by **Smith New Court Corporate Finance Limited Basis of Allocation of Shares**

The Schroder Japan Growth Fund plc Offer for Subscription of up to 37 million Ordinary Shares, sponsored by Smith New Court Corporate Finance Limited, was oversubscribed. A total of 8,668 valid applications in respect of 39,792,000 Ordinary Shares (with Warrants attached on a 1 for 5 basis) at 100p per share were received in the public Offer for Subscription which closed at 4:30 p.m. on Thursday 30th June, Taking into account the 88 million Ordinary Shares (with Warrants) already placed, the Fund is fully subscribed at £125 million.

Valid applications made under the Placing will be met in full. Valid applications made under the Offer for Subscription will be allocated as set out in the following table. Definitive certificates for Ordinary Shares and Warrants are expected to be despatched on Friday 8th July 1994 and dealings are expected to commence separately in the Shares and the Warrants on Monday 11th July 1994. Applicants who deal prior to receipt of certificates do so at their own risk.

	Applications for Shares							
Applications received	up to 5,000	5,001 – 49,999	50,000 and over					
by 17th June 1994	100%	100%	100%					
by 24th June 1994	100%	90%	80%					
after 24th June 1994	100%	80%	74.5%*					

applications for 1,000,000 shares and over have been allocated 74.23%,

References to applications are to applications which are valid or treated as valid in accordance with the Terms and Conditions of Application and which, in each case, have not been rejected. All allocations are subject to the Terms and Conditions of Application contained in the Listing Particulars dated 7th June 1994.

Issued by Schroder Japan Growth Fund plc and approved by Smith New Court Corporate Finance Limited, a member of SFA and sponsor and stockbroker to Schroder Japan Growth Fund plc in connection with the Placing and Offer. The value of shares and warrants can go down as well as up. Fluctuations in rates of exchange may affect the price and/or value of the

Fly JAL to Japan and the hotels can come free.

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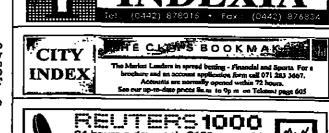




For the period from July 1, 1994 to January 8rd, 1995 the Notes will carry an interest rate of 8.1875% per annum with an interest amount of LIT 207,000 per LIT 5,000,000 Note and of LIT 2,070,000 per LIT 50,000,000 Note. The relevant interest payment date will be January 3rd, 1995.

BANQUE PARIBAS

Floating Rate Notes due 1997





"All yields my I'm

WORLD BOND MARKETS: This Week

NEW YORK Richard Waters If the Federal Reserve falt inclined to intervene on behalf Of the battered dollar with an interest rate rise, tomorrow's Federal Open Market Committee meeting would be the time to do it.

More likely, though, is that the two-day meeting will end without event as policymakers dwell on the state of the US economy, in particular whether the spring bill was followed by a rebound in June - a situation far more likely to prompt monetary tightening

in due course While the dollar continued its collapse against the yen last week, its trade-weighted index remained generally

Nor does the Fed seem likely to be panicked by higher commodity prices. Dry weather in the mid-west is one factor behind the rising commodity prices index: as Donaldson Lufkin & Jenrette pointed out, monetary policy is a powerful tool, "but it is difficult to find any examples of higher

hmark yleid cunte (%)* Month sho 👄 16 years 20 30

interest rates prompting precipitation" The event of the week for the bond market is likely to be Friday's employment report generally expected to be up by around 250,000 but some estimates put the rise at as much as 350,000. A figure at the top end of that range could well set the clock ticking on the next interest rate rise (the following ROMC meeting

comes on August 16).

International economic

developments, rather than domestic fundamentals, are likely to dominate the fortunes of the gilts market this week. With meetings of the Federal Open Market Committee, the Bundesbank council and the G7, traders will be looking to see if the dollar's recent weakness leads to any co-ordinated changes in interest rates. However, Wednesday's monthly meeting

LONDON

of the chancellor and the governor is not expected to lead to any rate change. Last week's trading was again volatile, with a Wednesday rally on the successful floating-rate note auction, followed by a plunge on Thursday as the markets absorbed disappointing inflation implications in the purchasing managers index. According to Mr Peter Feliner, gilt strategist at NatWest Markets, the current situation has "very much the feel of a market which is

sk yleid Curve (96) ... · · 5 years 20 .

Philip Coggan

momentum. The best one can say is that it is in a consolidation ph Economic data this week could create some inflationary concerns. While the annual rate of M0 growth in June is expected to fall, it will still be well outside the government's 0-4 per cent monitoring range.

The consensus is that the annual rate of manufacturing production growth will drop from 8 per cent in April to 1.6 per cent in May.

FRANKFURT

The scene is set for a volatile week in the bund market. Sandwiched between the Federal Reserve meeting on Tuesday and Wednesday and the G7 session on Friday comes the meeting of the Bundeshank's policy-making council on Thursday.

This is the penultimate meeting before the summer break and possibly the last opportunity for the central bank to deliver a cut in the discount rate; the July 21 meeting will be taken up with the annual review of money

supply.

Ms Alison Cottrell of Midland Global Markets Research thinks that in the context of foreign exchange market turmoil there is a on interest rates – with the Fed raising rates while the Bundesbank does the opposite If both move by 1/2 perce point the impact would be "economically insignificant but psychologically important," she says.

Denobrinsk yield curve (%)" 1/1/84 -- Month ago --

David Waller

0 f0 yrs 20 Al yields are market convents Source: Media Lynch Following last Friday's

German industrial output figures, this week's manufacturing orders are likely to confirm the pattern of a flattening recovery path, says Mr Adolf Rosentock at the Industrial Bank of Japan in Frankfurt.

weaker than expected west

In theory this should be good news for the bunds, but the market has long stopped being driven by domestic

TOKYO

Japanese government bonds have failed to react to the appreciation of the yen, which is usually seen as a support factor for the market since a stronger currency depresses imported inflation.

Instead, investors have focused on a possible increase in supply due to the fiscally expansive stance of the new Murayama administration. The new government has made clear it will continue to

cut income taxes, while

postponing the consumption tax increase, lobbled by the powerful Ministry of Finance. The government, however, is running Y2,000bn behind its minimum financing requirement for the current business year, indicating the downward pressure on prices will increase later in the year.

Market participants this week will be looking at the quarterly Bank of Japan's branch manager's meeting, and possible easing of monetary policy in reaction. to the yen's record highs.

Benchmark ylato curve (16)* 1/7/94 --- Month ago ---

Emiko Terazono

Mr Lloyd Bentsen, US treasury secretary, has been calling for a co-ordinated the official discount rate by Germany and Japan, and a rise in US interest rates - to stop the dollar's decline. However, while short-term money market rates may

respond to such a move, bond prices are expected to remain depressed as investors remain cautious over the possible pressures of extra supply.

Capital & Credit / Graham Bowley and Emiko Terazono

unable to sustain upward

Fear of increased issuance in Japan

Although it has not been hit as hard as other countries, Japan has not been spared during this year's worldwide tumble

in bond prices.
Signs of economic recovery, currency volatility, heavy supply of new bonds and political uncertainty have combined to push bond yields up by about 1.5 points since January to a high of 4.6 per cent last week. Evidence that the recession is at last coming to an end the Bank of Japan's latest tankan survey showed the first upturn in business confidence for five years, and gross domestic product grew at an annual rate of 8.9 per cent in the first quarter of 1994 – has triggered fears of rising inflation.

But with most analysts expecting inflation to fall during the remainder of 1994 and growth expected to be less than % per cent in the year, the fears are hard to justify.

What investors in the Japanese bond market really fear is that economic recovery will be so strong that short-term interest rates are unlikely to fall much further and, more importantly, that the recovery will increase the supply of bonds from the corporate sector. "It is clear from the level of bond yields that the financial markets are pricing in a sharp recovery, while the economic data only suggests a bottoming

analyst at IBJ Research. recovery to follow previous recoveries, which have been quick and largely investmentled," he says. "So for them, bottoming-out is synonymous with recovery and will mean a surge in demand for capital." Fears of an oversupply of bonds have also been fuelled by Japan's political troubles. The resignation of Prime Minister Hata has led to a new

ment less committed to controlling the budget deficit. in income taxes to boost the economy, while postponing a planned offsetting rise in consumption taxes. The markets have taken this to mean the government will have to increase bond issuance to finance the deficit. It is these concerns which

out," says Mr Eric Fishwick,

"They are expecting this

socialist-led coalition govern-It has pledged a further cut

have prompted bond dealers to mark prices down to such an extent, and hedge funds and foreign investors to sell JGBs. Overseas investors have also been tempted by the strength in the yen to sell Japanese

bonds and take profits. Equities have been one of the main beneficiarles of the sell-off in bonds, with investors attracted by the prospect of economic recovery.

Throughout the bond market decline, however, Japanese investors have been buying their own bond market. They are cash-rich and with so much currency volatility they really have to stay with assets denominated in yen," says Mr Sanjay Joshi, chief economist at Daiwa Europe.

The recent rise of the yen should, in theory, offset some of these sources of weakness in the bond market. Its strength should repress inflation and is likely to hold back the fragile recovery, and so reduce the likelihood of a rise in interest rates. If the ven remains strong the Bank of Japan will come under increasing pressure to relax monetary policy.

"There is usually a strong correlation between the strength of the yen and rises in the JGB market," said Mr Joshi. This time, however, that relationship seems to have been broken.

"After the recent appreciation there was no reaction from bonds, which means they are now vulnerable to any downward correction in the currency," he said.

The reason for this, analysts say, is that investors think the current level of the yen is unsustainable so they prefer to liquidate their holdings of bonds and take profits now before the yen falls back again. Views about the outlook for JGBs are divided. Some analysts believe yields have risen

too far and that as it becomes increasingly evident that a strong recovery is not imminent, a correction is inevitable. Mr Jim Vestal, economist at Barclays de Zoete Wedd in Tokyo, predicts the benchmark vield will fall below 4 per cent during the next two months.

Other analysts think the market may stabilise as more domestic institutional inves-

tors are attracted by high long-term yields. Some Y440bm of public pensions and welfare funds are expected to be allocated to fund managers in the

next few weeks. Yet others believe the markets have been expecting an imminent, strong recovery for so long they are not about to change their view now.

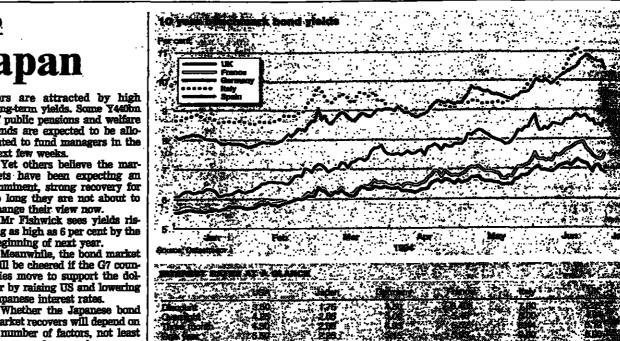
Mr Fishwick sees yields rising as high as 6 per cent by the beginning of next year.

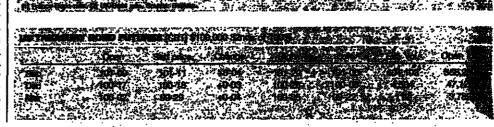
Meanwhile, the bond market will be cheered if the G7 countries move to support the dollar by raising US and lowering

Jananese interest rates.

market recovers will depend on a number of factors, not least the pace of economic recovery and international sentiment. Worries about oversupply and the credibility of the new government's fiscal programme are likely to continue to depress the market and in the longer term, the strength of the yen will probably dominate. But as long as Japan's politics remain uncertain and the yen volatile, its bond mar-

ket is unlikely to settle.





International / Antonia Sharpe

Merrill Lynch races to top spot

The dramatic about-turn in . sentiment in fixed-income marar mom o has been accompanied by a changing of the guard among the top eurobond houses.

The most notable development has been Merrill Lynch's charge up the league table from ninth position in mid-1993 to top position, capturing almost 10 per cent of the mar-

ket on the way.
According to data supplied
by Euromoney Bondware, Merrill Lynch lead-managed the equivalent of \$18.5m worth of eurobonds from January to June, compared with \$7.30m at the same stage last year. In spite of difficult market condi-tions, total volume in the first half of this year only fell to \$195bn from \$210.6bn at the

same stage last year.

News last week that Italy had appointed Merrill as the global co-ordinator of its \$4bn floating-rate note offering denominated in dollars, yen and D-Marks highlights the efforts the bank has made to great the purpose of experience. expand the number of curren cies in which it can underwrite offerings. For example, Merrill recently arranged a £200m offering of 10-year eurobonds for Austria, its first eurosteriing mandate since becoming a market-maker in UK gilts earlier in the year.

her in the year.

Changes in personnel have also contributed to the higher profile at J.P. Morgan, up five places to seventh, at SBC, up from 15th to minth place, and at ABN-Amro, the Dutch bank,

TOP EUROBOND LEAD MANAGERS Merrill Lynch Goldman Sachs CSFB/Credit Suis 2 6.92 8 6,44 10.32 7.34 10.33 16.91 6.62 7.02 5.15 7.40 210.62 8.50 5 4.34 6 4.34 Morgan Stanley Deutsche Bank 7 3.95 8 3.65 9 3.22 Swiss Bank Corp Nomura 100.0 1042

4"	Currency	Total	No. of	1993° Rank	Total raised (Sbn)	No. of
	US\$	79,81	367	1	75.34	374
	Yen	26.39	209	5	20.88	92
	Sterling	20,49	88	3	25.20	119
	FFr Ğ	17,78	62	. 4	22.24	85
	D-Mark	14.94	56	2	30.83	82
	C\$	9.27	71	6	17.63	96
	. Lire	9.10	70	8	5.90	39
	Guilder	6.90	39	7	6.31	27
	Equ	4.93	19	9	3.23	
	A\$	2.84	. 36	· 10	2.05	24

which has risen from 23rd to 16th position.

Mr Jon Greenwood, who left Goldman Sachs in February to join ABN-Amro as head of syndicate and new issues, says the increased primary market busi-ness has come about as a result of the unification of the fixed-income, equity, deriva-tives and treasury departments

into one group.

The bank also wants to establish its reputation as a multi-currency house rather than as a domestic guilder operation. Mr Greenwood says

the bank's target was to become one of the top dozen eurobond houses.

Among the casualties in the first half were the German banks, with Deutsche Bank falling from first position to sixth, and Dresdner Bank, which has slid a staggering 13 places to 18th. Syndicate managers blame Dresdner's performance on its dependence on the D-Mark sector, which only accounted for 7.7 per cent of total volume in the six months, down from 14.6 per cent in the first half of 1998.

Nomura, the powerful Japanese securities house, has place, though over-dependent on the yen would be a poor excuse since the currency accounted for 13.5 per cent of the total volume, up from 9.9 per cent last year.

scial markets: the

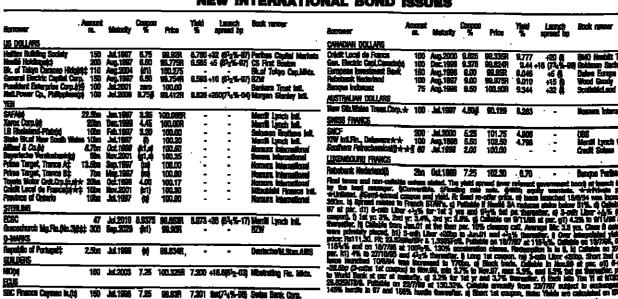
Salomon Brothers has failed to build on the success of last year when its return to the top 10 confirmed its rehabilitation with borrowers and investors after the Treasury auction

Its fall from seventh to 14th position reflects a certain degree of had luck, since volatile market conditions scuppered mandates from Hungary and the Japanese Development Bank, while hopes of doing a deal for Turkey were blown by a deterioration in investor sentiment towards the country.

However, some observers have interpreted Salomon's lower profile as a confirmation that, despite its recent efforts to promote itself as a long-term player, it is still a trading house at heart and therefore reluctant to pitch for business in a bear market.

Syndicate managers are hopeful that the second half of the year will continue to produce the large mandates which have persisted despite the fall-out in the bond markets Although several frequent borrowers, such as the Province of Ontario, are well ahead in their funding programmes, others are not yet in such an envi-able position.

NEW INTERNATIONAL BOND ISSUES



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This advertisement appears as a matter of record only.

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Source: FT Graphite

Pessimistic mood likely to depress prices

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With pessimism running so high on Wall Street, stocks are likely to stumble again this week, whether or not the Federal Reserve decides to biff short-term interest rates.

Even though the economy, inflation and corporate earnings remain favourable, the money at the margin is in a nasty mood," says Mr Byron Wien, Morgan Stanley's portfolio strategist, in a recent investment

But bearishness has reached such a crescendo that Mr Wien and other market observers are taking the contrarian view that the market is poised for a sustained rally. "The balance of power, we hope, will shift back to long-term investors over the

In the meantime, investors will have to be quick on their feet when they return from the long Independence Day weekend tomorrow morning. The central bank's Federal Open Market Committee is scheduled to begin a two-day policy-making session in Washington. It is anyone's guess whether the year's fifth move to tighter money is imminent.

For Wall Street, it appears to be a lose-lose situation. If the Fed stands pat despite the dollar's steady eroston. share prices are likely to slide in sympathy with the plight of the

With the US currency hitting a series of record lows against the yen last week, the bellwether Dow Industrial index could only manage a net gain of 10 points last week.

To a lesser degree, the subdued

Dow Jones Industrial Average

Frank McGurty

Source: FT Graphite ... trading was a reaction to the perception of mounting inflationary pressures in the manufacturing sector. A lack of response to these signals by the Fed could drive long-term bond yields even higher, especially with June employment data, the month's most important economic release, due on Friday. Share prices, in turn, would

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probably swoon. On the other hand, if the Fed opts for higher rates, more investors are likely to pull out of equities in favour of cash, fearing an autumn of cooling economic activity and withering corporate earnings.

Mr James Solloway, senior vice-president at Argus Research in New York, is one of a minority of Wall Street analysts who believe the Fed will hold off on higher rates. He says the central bank is reluctant to link monetary policy with currency fluctuations, and dismisses the perception that a surge in inflation is on the horizon, despite the recent

upturn in commodity prices. However, he admits to uncertainty on how the market will react to whatever tack emerges from the FOMC

"Right now, this market is driven by emotions, not by the fundamentals," says the Argus analyst.

LONDON

Third quarter starts with modest rally

The stock market is looking forward to this morning - effectively the start of the third quarter of 1994 - with more optimism than seemed possible only a week ago. Indeed, it could hardly be worse than the April-June quarter, but there was more than that to the rally in equities at the end of last week. So far, the rally has been modest

enough and concentrated largely on the FT-SE 100 list; the Mid-250 stocks have been on the sidelines, sometimes to their advantage. Charterhouse Tilney Securities says the fall of around 0.8 per cent in the Footsie 100 in June contrasts with falls of 4.2 per cent and 5.1 per cent in the FT-SE Actuaries 850 and FT-SE Actuaries Small Cap indices respectively.

Markets across Europe have begun to move out of the shadow of the US dollar. For the first time for many weeks, European bonds, and therefore equities, held steady as the dollar/ yen rate was hammered lower and US Treasuries fell away. It is not easy to see exactly what the stock market wants from the G7 meetings this week. But fears that the dollar will only be saved by brutal increases in US interest rates seem to have abated. "If something can be done about

the dollar, then this will ensure the chances of stabilising markets . . . " says NatWest Markets. Other analysts might express themselves more strongly. If the dollar can be stabilised, bond markets will settle down, and the way will be open for UK equities. in particular, to respond to recovery in the economy and in corporate earnings and dividends.

Terry Byland FT-SE-A Ali-Share Index

S.G. Warburg calculates that "top-down" corporate earnings, having grown by 50 per cent last year, seem set to increase by a further 30 per cent

this year. The flow of new issues and similar share placings continues to mop up a good part of the liquidity hanging over the stock market. Although liquidity is likely to increase now that fund managers can move into third-quarter planning, the new issue flow will have to slacken if shares are to stage a significant rally.

Unfortunately, there seems little sign of this. Recurrent rumours that the Kuwaiti authorities would like to place the stake in British Petroleum together with Enterprise Oil's purchase of the Lasmo shares held by Philips & Drew Fund Management, suggest a wealth of potential placing activity in the background.

This week may be spent waiting for the meeting of the Group of Seven ministers but there are signs that some fund managers are unwilling to let UK shares drift any further.

One overseas fund tried, but failed, to put a sizeable sum into the London market last week. Market traders expect the same fund to reappear this week and will be watching eagerly

International offerings

Italian investors show signs of issue fatigue

July marks the beginning of offering of Ina shares, which deal, has decided against tarthe summer holidays for many begin trading on Wednesday, geting the US specifically, Italian companies. But this year it also marks the end - or nearly the end - of a frenetic four or five weeks of globetrotting presentations by Italian executives, trying to sell their new issues of shares to

international investors. The surge in activity on the Milan stock market, prompted by the victory of Mr Silvio Ber-lusconi's right-wing political grouping in March's general election, was the spur for a series of rights issues and share offerings by Italian com-

Such has been the density of Italian issues - analysts estimate more than L10,000bn is being raised on the market in July - that some roadshows may well have collided at big London or Frankfurt banks during June.

Among the biggest forthcoming issues is the L1,650bn sale of shares in Cariplo, probably the world's biggest savings bank, which is seeking a stock market listing for the first time, while at more than L4.800bn, last week's sale of Ina, the state-owned insurer, is Italy's biggest privatisation so

However, evidence is beginning to emerge of "issue fatigue" on the part of retail investors in Italy. The public

General Electric of the US is

tomorrow for some 10 per cent

of stock held by investors,

other than the Italian state

Pignone turbines subsidiary.

GE will offer L7,149 per

closing L7,065, with the bid

Last month, the US group

equivalent to 69.38 per cent

Under Italian law, GE is

for the remaining 10.42 per

cent, which is widely dispersed.

obliged to make a public offer

held on to 20.25 per cent.

bought 99.83m Pignone shares,

of its capital, from ENI, which

ending on August 17.

holding ENI, in its Nuovo

to launch a public bid

MILAN

was oversubscribed, but enthusiasm was muted compared with previous privatisations. Advisers put part of the blame on the sheer size of the sale.

The smaller issue by Finanza & Futuro, Mr Carlo De Benedetti's financial services operation, which has so far raised about L130bn, had to be rejigged to account for disappointingly low demand by the Italian public. However, turbulence on

world markets has not substantially dampened international fund managers' interest in Italian share issues so far, partly because the strong performance of the stock market this year, particularly relative to other markets, has buoyed

In addition, "Italy was completely under-owned by UK fund managers," before the start of the privatisation programme, according to one fund

However, the fatigue noted among Italian investors is also beginning to become apparent in Europe and the US. "People have overdosed on European paper in general and on Italian names in particular," said one observer.

Salomon Brothers, lead manager of the 200m share international tranche of the Cariplo

given the relatively small size of the international portion and the relatively unenthusiastic reception to earlier issues. The deal has a 144a option, allowing placement among US institutional investors, but

there will be no US roadshows. Insurance and bank stocks are likely to suffer most, given that the financial sector is falling out of vogue. The pulling of Mediobanca's L1,500bn rights issue last month was viewed as a bad omen by some international investors.

But the more pressing question for the Italian government is whether international investor appetite will be sufficient to help consume the much larger state sell-offs to come.

The results of the Ina sale and early trading in the issue this week - should give indications of the prospects for selling shares in Stet, the state telecommunications company, and Enel, the electricity generator, in the autumn.

Stet seems likely to attract the strongest interest, given the enthusiasm for telecommunications, although the stock is already readily available in the secondary market.

> **Andrew Hill and** Tracy Corrigan

OTHER MARKETS

AMSTERDAM

Océ-van der Grinten, the office equipment maker, will kick off the Dutch second-quarter reporting season on Friday when it publishes results for the three months to May 31. writes Ronald van de Krol.

The figures are expected to underline the company's return to the path of stronger growth first detected in the fourth quarter of last year and confirmed in the first quarter of this year, when net profit jumped by more than 60 per

in the latest quarter, Océ is again expected to show a marked rise in net profit compared with the particularly

INTEREST RATES

weak second quarter of 1993, when results plummeted by

47 per cent. The beleaguered stock exchange will be hoping Océ-van der Grinten's higher trend will be matched by better results from other Dutch companies reporting second-half figures over the

next four weeks. The bourse has been dragged lower so far this summer by the decline in worldwide equity markets and has given up all the gains recorded early

It is particularly weak because of the steady fall in the value of the dollar, a factor that tends to augur badly for the profits of many Dutch

FRANKFURT

The Bundesbank Council's regular meeting on Thursday will provide a focus for trading

UBS thinks that in the event of further dollar weakness, speculation about a supportive gesture by Buba is likely to

"We feel, however, that domestic factors and concerns about its credibility should prevent the Bundesbank from early."

performing such a step too UBS adds that since the last cut in headline rates, inflation has only slowed by 0.2 percentage points and M3

growth argues for caution.

Generally positive

statements are expected from Lufthansa, ahead of its rights issue, and Phillip Holzman at their annual meetings on Wednesday, and from

Meanwhile, the market will be eagerly awaiting news of lucrative contracts for German companies as Li Peng, the Chinese prime minister, makes an official visit to the country this week.

Mannesmann on Friday.

LISBON

The first 20 per cent tranche of Cimpor, the state cement group is to be publicly offered on the bourse today. The offer is seen as a test of investor interest in Portuguese privatisations,

ahead of sales of stakes in the telecommunications and power utilities planned for the next 12 months.

Foreign institutions, led by Baring Brothers, have underwritten 47 per cent of the public offer and the remaining 53 per cent has been underwritten by Portuguese institutions led by Banco Fomento e Exterior.

A second tranche of between 20 and 25 per cent is to be sold to foreign investors in an offering on foreign exchanges later this year.

The final tranche of between 20 per cent and 30 per cent is scheduled for sale in the first half of 1995, giving private shareholders control of the company.

CURRENCIES

PARIS

Remy Cointreau is due to report final results this week and analysts are uniformly upbeat about the prospects. The Estimates Directory

quotes a consensus forecast of a 22 per cent rise in net profits. That would be in line share, compared with Friday's with the performance at six months when profits were up 24 per cent. Despite slower growth in

the third quarter, due mainly to tax changes in China. turnover for the nine months to December was up 6.2 per cent. The last quarter traditionally benefits from higher sales in south-east Asia, particularly over the Chinese

TOKYO

Equity investors remain focused on movements of the yen, writes Emiko Terazono. While US government officials have called for a concerted move on interest

rates along with Japan and Germany, the Japanese cabinet would not commit itself last week to lowering the official discount rate, currently at a record low of 1.75 per cent.

With the US FOMC meeting and the G7 summit this week. volatility in the currency markets may increase. If the yen rises further, the

Nikkei index may test the June

Compiled by Michael Morgan

low of 20,168.53.

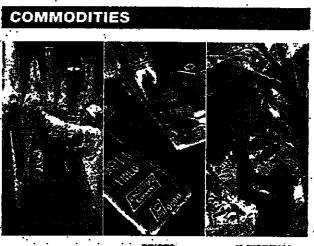
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Financial markets: the first half of the year at a glance

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Chile	104.9	147.5	183.1	24,1	74.6			
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Turkey	112,5	161.7	75.7	-53.2	-32.7			
Бигоре	93.0	112.2	90.7	-19.2	-2.4			
Indonesia	129.8	171.0	142.7	-16.6	9.9			
South Korea	88.6	109.7	128.7	17.3	45.2			
Malaysia	154.2	235.1	211.1	-16.6	36.9			
Pakistan	6 2.2	111.7	113.0	1.2	81.6			
Philippines	145.6	322.5	265.4	-17,7	82.3			
Thailand	135.8	236.6	214.3	-18, 7	58,0			
Tolvier:	92.7 .	153.7	748.1	-3,5	59.8			
Asia.	130.8	221,4	194.1	-12.3	48.4			
Chine .	53.0	100	57,8	-42,4	8.8			
inda	64.2	. 100	118.7	18.7	B4.8			
South Africa	79.4	106.9	102.4	·-4.3	29.0			



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		PRICES			FALL .
End month:	Jun 43 -	Dec 93	Jun 94	8 months to Dec 83	12 months Jun 94
Aluminium (5 per tonne)	1255.5	1137.5	1497.5	-9.4	. 19.3
Copper (\$ per tonnie) · ·	1920.5	1828.5	2386.5	-4.B	24.3
Gold \$ per fine azi	378,25	390.75	388.0	3.3	2.6
Lead (5 per torme)	402.25	499.5	556,0	24.2	38.2
Nickel (\$ per tanns)	5424.5	5435.0	6232.5	0.2	14.9
Silver (cents per troy oz).	460.95	515.2	531.15	11.8	15.2
Tin (5 per tonne) · · ·	5132.5	4925.5	5317.5	-4.0	3.6
Platinum (5 per troy oz)	385.65	· 393.5	400.25	2.5	3.8
Zinc (\$ per tonne)	944.75	1005.5	976.5	8.4	3.4
Wheel (E per tonne)	147.0	175.0	180.0	19.0	22.4
Soyabeans (2 per tonne)	191.8	208.0	182.0	7.9	-4.7
· Cocca (E.per tonne)	714.0	910.0	976.0	27.5	36.7
Coffee (\$ per tonne)	917.0	1232.0	3128.0	34.4	241.1
Cotton (cents per lb)	57.1	62.45	82.25	9.4	44.0

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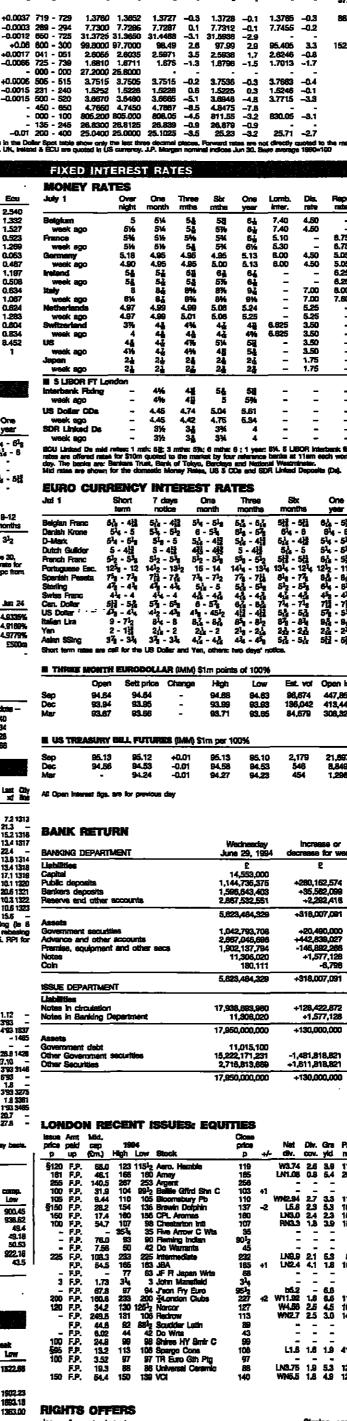
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Sep 1.5434 1.5386 -0.0038 1.5434 1.5302 11.896 37,733 Dec 1.5338 1.5390 -0.0038 1.5390 1.6332 41 420 Mar - 1.5376 -0.0038 - 1.5350 17 148 ■ PHILADIELPHIA SE 6/8 OPTIONS E31.250 (cents per pound)	Total of applications \$1439m \$1842m Total efficience \$500m \$500m Min. accepted bid \$298.750 \$298.770	JRY BILL TENDER	Swiss Franc 44 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4
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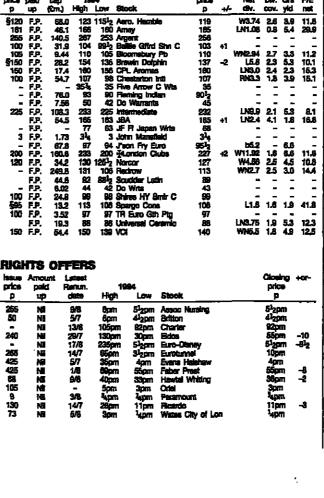
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MONDAY

Li Peng's trip on the Rhine



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Li Peng, the Chinese prime minister (left), will attend joint Chines German economic conference in Bonn with Chancellor Helmut Kohl at the start of a week-long

federal republic, including trips to east Germany and Bavaria, and a boat trip down the Rhine.

Carlcom summit: Leaders of the Caribbean Community (Caricom) hold their annual summit in Barbados (to July 7). There is growing concern at the economic impact on their small economies of the North American Free Trade Agreement (Nafta).

Some members, led by Guyana, Jamaica and Trinidad and Tobago, are hoping to be listed by the US administration as eligible for Nafta membership. But the issue appears to be splitting the 20 year-old commu-nity, as other members think that all Caricom members, should seek links with Nafta.

French President François Mitterrand launches a French trade and diplomatic initiative in South Africa, starting with talks in Cape Town with Nelson Mandela. His visit is the first by a western head of govern ment since Mandela's inauguration as president. Mitterrand, accompanied by over 100 officials, businessmen and journalists, will also become the first foreign leader to address the South African parliament for over 30 years.

UK economy: The release of June's M0 data, will be watched for signs of inflationary pressures. The Bank of England's favoured inflation target, M0 has been growing well outside the government's target band of 0-4 per cent in recent months. Markets expect today's figure to show a slowdown. with the annual rate of growth predicted at 6.6 per cent in June, compared with 7.1 per cent in May.

UK building societies: The Treasury is expected to reveal some time this week the results of a review of building society law which it announced earlier this year. Interest in any relaxation of merger and takeover rules for societies has been sharnened by Lloyds Bank's £1.8bn (\$2.73bn) cash bid for Cheltenham & Gloucester

Holidays: US (independence Day).



TUESDAY

Delors pays a visit to Bonn

Jacques Delors and the European Commission visit Bonn for a joint session with the German cabinet, marking the start of Germany's six-month presi-

dency of the European Union. At the top of the European Union's in-tray is the question of the successor to Mr Delors. It is hoped a candidate acceptable to all will emerge at the emergency summit called on July 15.

Bosnia: Foreign ministers of the US, Russia, Britain, France and Germany are expected to confer in Geneva over ways to implement their newly formulated partition plan for Bosnia by putting pressure on the warring parties. The map has already been criticised by Serbs and Moslems, but international negotiators are describing it as the last chance to avoid all-out

Puffing into the sa



The last set of accounts for British Rall as a nationalised organisation, for the year to March 1994, appear today. BR, which spent 45 years under government

was formally privatised on April 1 though it will take another two to three years to put the programme into effect. The latest figures are expected to show ome success in holding down costs. leading to a drop in the level of government subsidy.

Federal Reserve governors and regional presidents meet today and tommorrow to discuss US monetary policy. Many analysts expect the Fed to react to dollar weakness and signs of domestic economic strength by raising interest rates again, either after the meeting or following key employment figures on Friday.

Full team ahead: Britain's Trades Union Congress, the umbrella for organised labour, stages a one-day conference in London to discuss full employment. It is being held to mark the 50th anniversary of the Churchill wartime coalition government's landmark White Paper on the subject.

TUC general secretary John Monks wants to see a renewed national commitment to the idea of full employment.

Tokyo's District Court is due to hold the first hearing in the case of former Liberal Democratic construction minister Kishiro Nakamura. He is charged with taking a Y10m (\$100,000) bribe from Kajima, a construction

FT Survey: Marmara Region of

Holidays: Algeria, Venezuela

6 WEDNESDAY

Clinton goes to Latvia

President Bill Clinton holds talks with the leaders of all three Baltic republics on ways to promote economic reform and prospects for trade and investment US officials say the trip is a "highly

symbolic" affirmation of the US's com-mitment to the independence of the Baltic countries. Clinton will meet Latvian president Guntis Ulmanis. and will then be joined by Estonian President Lennart Meri and Lithuanian President Algirdas Brazauskas.

Peace prize: Israel's prime minister Yitzhak Rabin, foreign minister Shi-mon Peres and Palestine Liberation Organisation chairman Yassir Arafat are due to be awarded the 1993 Felix Houphouet-Boigny Peace Prize at Unesco headquarters in Paris.

German unemployment statistics for June are released. They should see a further seasonal reduction in unemployment, although the underlying trend remains negative.

UK economy: May's output figures are expected to provide further evidence that the UK recovery is spread-ing into the industrial sector. The consensus is that industrial production. and manufacturing output will rise 0.2 per cent on the month, after surging unexpectedly in April Measured on a yearly basis, manufacturing output is expected to be 1.6 per cent higher than last May.

Pay talks will be held in London for 1.5m local government workers. This will be a key test for the UK government's public sector pay bill freeze.

Saleroom: Sotheby's in London this morning is offering The Immaculate Conception by Velásquez (detail below) in its auction of Old Masters. The attribution of this previously unknown painting has divided the experts, but Sotheby's is confident enough that it is by the Spanish 17th century artist to put a £6m estimate upon it.



Also today, Christie's in London is auctioning a 3,000-year-old Assyrian sculpture, discovered painted-over in the tuck shop of a school in Dorset. It is the missing piece of a bas-relief from the palace of Ashurnasirpal II (883-859 BC) and may fetch £1m.

Goff: The Scottish Open begins at Gleneagles (to July 9).



THURSDAY Scott inquiry resumes

Lord Justice Scott's inquiry about illegal exports of British arms to Iraq resumes briefly in public in London to hear evidence from Paul Henderson former managing director of Matrix Churchill, the machine tools manufacturer. He has asked for a hearing in public to respond to allegations made against him by the former trade and ience minister Lord Trefgarne at an earlier oral hearing. The Scott inquiry report is due to be published at the end of the year.

South Africa's vice-president, F.W. De Klerk, begins an official visit to Germany, his first since the transition to majority rule in South Africa and the election of Nelson Mandela.

Germany's Bundesbank holds its regular fortnightly council meeting, although no significant moves on interest rates are expected at the moment.

Farcese election: Inhabitants of the Faroe islands, a self-governing province of Denmark, vote for their parliament, the Lagting. The poll, which comes in the midst of an economic crisis, was called when the sitting coalition government of the Social Democratic Party, the Republican Party and the Home Rule Party, lost its majority in May.

Pampiona Bull Run: A group of bulls are released to run through the narrow streets of the Spanish town, with the foolhardy racing ahead.



G7 descends on Naples

Leaders of the Group of Seven big industrialised nations gather in Naples for their annual economic summit. Recent turbulence on financial markets will colour Saturday's discussions on the world economy, although the meeting is scheduled to focus on how to reduce persistently high unemploy-

North Korea and the US begin high-level talks in Geneva in an attempt to resolve the dispute over Pyongyang's nuclear programme. The US is expected to offer some form of fiplomatic recognition and economic aid in return for North Korea allowing full international inspections of its nuclear facilities.

Mad cows and English Germany's Bundesrat, the upper house of parliament, is due to vote on whether to approve the government's proposed six-month ban on British peef because of mad cow disease BSE.

Stonehenge - The Great Debate: The monument's future is discussed by international experts at the Queen Elizabeth II Conference Centre. Transport minister Steven Norris, will face several learned professors in road economics and engineering, including world experts in engineering tunnels. Backed by English Heritage they are arguing for an ambitious road tunnel eneath the Stonehenge stones while the government is proposing a cheaper

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WEEKEND

Ukrainian election run-off

Sunday sees the run-off round of the-Ukrainian presidential election: The top two contenders are President Leonid Kravchuk and Leonid Kuchma. In the first round, the incumbent, popular with west-Ukrainian nationalists had 38 per cent of the vote to the 31 per cent of the eastern missile plant manager, who is urging friendlier ties

Public Services Day is celebrated in the UK on Saturday by the main trade union grouping, the TUC. It is organising marches and rallies in protest at the government's public sector pay hill freeze. Among other events, public sector workers will swell the ranks at the traditional Durham Miner's Gala.

The fragile truce between Bosnia's warring parties is expected to be extended following its expiry on July 9.

Cricket: Warwickshire play Worcestershire in the final of the English county knock-out cup at the Lord's ground in London.

US president Bill Clinton arrives in Germany on Sunday, for his first official visit following the G7 summit. He will be spending Monday in Bonn and Tuesday in Berlin, before flying on to Warsaw.

Compiled by Patrick Stiles and Robert Anderson: Fax: (+44) (0)71 873 3194.

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Other economic news

Monday: As the world's leaders prepare for the G7 meeting on Friday, they can mull over a feast of policy meetings and statistics this week.

In Tokyo, the Bank of Japan's branch managers meet today. Meanwhile, May's trade figures are expected to show a small fall in the Japanese trade surplus - though analysts doubt that this will provide much support for the dollar against the yen. Tuesday: After French unem-

ployment hit a record high last week, output figures today should be more comforting for the government. Analysts expect to see a small monthly rise, suggesting the recession has bottomed out. Meanwhile, German manufacturing figures, expected today or tomorrow, are likely to also point to a slow industrial pick-up, ahead of the Bundesbank's council meeting on Thursday.

Friday: A spate of US data at the end of the week will be watched with interest by the markets in light of any deci-sion that the FOMC may have taken on Tuesday to raise US interest rates. June's non-farm payroll is expected to show a strong 250,000 rise on the month, while May's consu-credit is expected to fall.

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		Statistics to be n	lisasof this week
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Mon	Japan May current a/c; INF	\$308	That (92) inflictioning we day 2 200,000 Six date
July 4	Japien May trade halance, MI	**************************************	Outy 7 (S. State benieffs, with June 25) 2.70m
	Japan May foreign bond investment	\$12,500	S. New verginselv trade. 4.5%
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: ;	UK June MO ^{Le}	8.6% 7.1%	Comparis . Stripe help welcoop (pelops)
Tiues .	US Johnson Redbook, w/e July 2	3.694	Acrite : plane premployerent delar 2.0% 2.0%
July 5	Japan Jone trade belance, 1st 10 days	\$872m	Applie ine employment most 15,000 . 30,508
	Prance	0.4% 0.2%	P4 (1)5 (hay von fain) pegistis 242,000 (191,000)
- · · ·	Praints Apr menufacturing production*	0.4% 0.9%	July 8 US Julie Manufacturing payoris 12,000
• • • • • • • • • • • • • • • • • • • •	UK. May housing stacts	16,500	GS Aria housy squings 62% 0.5%
<u> </u>	Aus"ia "May retail trade†	1.2% 8.7%	34.9
	US May home completions.	1.86in	US - Coemployment rate children 6.2% 5%
July 6	US June domestic auto sales	, 7m , 7m	US May populate and State State
	US June domestic light truck sales	5.4m 6.5m	ill Applicable issai girbei Pilia 81.25m.
	Genneny June unemployment rate, West†	10,000 9,000	Control date unemployment tale 10.5% 10.7%
	Gentualny May employment rate, West?	-12,000 -18,000 ···)	During the week
<u> </u>	Gentrany: June vacenies, West	7,000	Georgia May manufactuary order 0.5% 0.5%
	Germany June short-time, West	-42,000	Gentland May Bust M3
····	Germany June unemployment rate, East	-20,000 -67,000	Germany Julie cost of Renge Mail
	UK May menufacturing outpet*	0.2%	Good Griff Contract of Topics, their
	UK Mely manufacturing output	1.6%	Flance May ARS 0.5%
	tilk May Industrial production*	0.2% 1.6%	Spain. Warf charant are Paul Acid
	Canada June foreign reserves - change	C\$475m C\$32Am	"month on month, year on year, (seesdeally activities." Statistics, country MMS luterination

- ACROSS

 1 Producer of teas got up refuge for birds (8)

 5 Sort of egg, not bird's -
- unless it's a woodcock? (6)
 9 Bird with red hat has points 10 Bird with no tall, one with a
- birds (9)
 13 Southern printer's bird in Virgo (5)
 14, 19 Bird showing white flags? 16, 11 Scottish dances include Chinese food for noisy hirds

- 25 Have (un with a bird at fight (4,5) 27 Ringo's turned carnivore (6)
- (5) 30 China broken by little birds
- DOWN
 1 Place for nest in holiday time? (6) 2 What some birds utter is very
- altar? (5) ss Bird or birds fight
- 4, 2) across Bird or birds fight traffic noise first (7-4)
 6 Barks sounded like birds to move in a spiral (9)
 7 Schemes benefiting survivors moving into nest (8)
 8 Indian chief, one entering fruit, a had hat (8)
 11 See 16
 15 Tailless bird, enough trouble part door (9)
- Chilese food for noisy must

 19 See 14

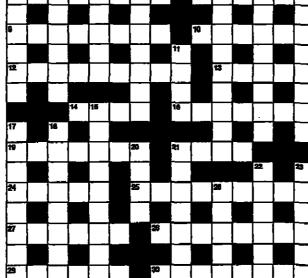
 21 See 4

 24 Heart of bird taking his turn
 with sort of bull (5)

 15 Takiness onto, enough from the mext door (9)

 17 Old bird, mixed up inside, is shortened (8)

 18 Bird I must have seen turned round by people or things (8)
 - 20 Sec 21 21 Bird with her nuptial symbol, an old sucker (7.4)
 22 A brace of lovebirds? (6)
 23 A weight on a plate with no
 - particular key (6) Sugar producer eyed giant or bird (5)



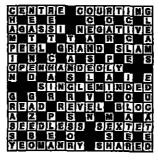
MONDAY PRIZE CROSSWORD No.8,496 Set by CINEPHILE

A prize of a Pelikan New Classic 390 formizin pen for the first correct solution opened and five runner-up prizes of £35 Pelikan vouchers will be awarded. Solutions by Thursday July 14, marked Monday Crossword 8,496 on the exvelope, to the Financial Times, 1 Southwark Bridge, London SE1 9HL. Solution on Monday July 18.

Winners 8,484

Mrs S. Argyle, Oxford R. Bayliff, Edinburgh J.S. Beverly, Epping, Essex J. Craig, New Malden, Surrey Mrs V. Harman, Brighton, Sus-

sez B.R. Lawrence, Frettenham, Norwich



Solution 8,484

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